

OVERSEAS NEWS

Italian budget aims to reduce public deficit

By James Buxton in Rome

THE GOVERNMENT of Sig Bettino Craxi formally presented to Parliament at the weekend its budget for 1985 which aims to hold down spending in real terms and reduce the public sector deficit.

The budget envisages spending cuts on health, education, social security and on funding state-owned industry. It also embodies blocking any rise in real wages, for the government's 3m employees next year.

The chief objective of the five-party coalition Government, is to bring inflation down to an average of 7 per cent next year, from its expected 1984 average of just over 10 per cent.

Gross Domestic Product is expected to rise next year by about 2.5 per cent, about the same as the expected rate of increase for this year.

According to the Government's calculations, the public sector borrowing requirement next year will be L86,400bn (\$51bn). This would be only marginally up on this year's expected requirement of L85,800bn and taking into account economic growth would represent a drop in the proportion of GDP from 15.7 per cent this year to 14.3 per cent next year. These percentages are much higher than those of other major industrial countries.

Total Government spending next year is put at L358,000bn about 54 per cent of GDP and about the same in real terms as that for 1984, assuming growth forecasts are met. But although the borrowing requirement is expected to decline in real terms there will still be a substantial increase in total Government debt which is now almost as big as Italy's GDP.

The new budget, while only a very modest step towards the long-overdue reordering of Government finances, is based on what may be sanguine assumptions about the will to accept in practice a policy of restraint.

The budget assumes that Parliament will by the end of the year approve measures to bring in L16,000bn in extra revenue - by agreeing to changes in the structure of VAT and to an amnesty in return for payment for past offenders against building regulations.

The budget also assumes that Parliament will accept cuts in health spending, similar to those which it refused to accept last year.

The first of these measures was presented to Parliament in August while the building amnesty has been under Parliamentary consideration for exactly a year.

There is naturally union opposition to the proposals to keep public sector pay rises to 7 per cent - which would mean no increase in real terms even if the 7 per cent inflation target is met.

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Ministers pleased by IRA arms seizure

By Our Dublin Correspondent

IRISH GOVERNMENT sources were last night delighted with the weekend capture of a trawler loaded with weapons for the Provisional IRA.

Mr Michael Noonan, the Justice Minister, declared himself "very happy" with the operation, which, he said, had been extremely well planned by the security forces.

The attempted importation of about 7 tonnes of arms and ammunition is seen here as part of an intensified terrorist activity in connection with the forthcoming Anglo-Irish summit meeting between Mrs Margaret Thatcher, the UK Prime Minister, and Dr Garret FitzGerald, the Irish Prime Minister.

Irish security sources discounted the involvement of British intelligence services in the arrest of the trawler.

Three vessels from the Irish naval service, assisted by police, had kept watch off the south-west coast of Ireland for several days. Early on Saturday morning, the trawler Marita Anne was stopped after warning shots of tracer rounds were fired across its bows.

A preliminary check showed that the cargo included more than 100 rifles, among them American-made Armalite and German-made semi-automatic rifles; 30 hand guns; large quantities of hand grenades made in South Korea; rockets; sub-machineguns; and parts for a Browning machinegun.

Hassan seeks Arab summit on Jordan's decision over Egypt

By Tony Walker in Cairo

KING HASSAN of Morocco has proposed that the Arab League hold a special summit to discuss Jordan's controversial decision to re-establish full diplomatic relations with Egypt.

The king, in his capacity as chairman of the Arab League, is despatching envoys to regional capitals to sound out opinion on a special meeting to be convened in Morocco.

In the event that such a meeting was held, it would almost certainly develop into a full-scale discussion of Egypt's suitability to be readmitted to the Arab fold.

Meanwhile, in Kuwait at the weekend Mr Yassir Arafat, leader of the Palestine Liberation Organisation, called on Arab countries to restore relations with Egypt.

severed in 1979 after an Arab League summit in Baghdad decided to boycott Egypt because it signed the peace treaty with Israel.

Mr Arafat, who had several meetings with King Hussein of Jordan

last week, declined to comment directly on the Jordanian decision, but his remarks in Kuwait were clearly intended to signal his support for Jordan's unilateral decision to upgrade relations with Egypt.

Mr Arafat, who is under great pressure from extremist groups within the PLO, has moved closer to the moderate Arab position on peace in the Middle East.

Syria and Libya have frequently criticised Jordan for breaking ranks with its fellow Arab League members. Saudi Arabia and Kuwait have criticised Jordan, but tempered their criticism by indicating support for Egypt's return to the Arab fold.

Mr Boutros Ghali, Egypt's Minister of State for Foreign Affairs, said: "Resumption of relations (with Jordan) should open the door before the remainder of the hesitating Arab states to rid themselves of the Baghdad resolution and work for restoring relations with Egypt."

He said that would be "a gross error that would soon demolish" all our recent efforts.

Top Israeli quits over economy

TEL AVIV—A senior Israeli Finance Ministry official resigned yesterday, charging that the new government was failing to take swift, tough action to revive the economy. Renter reports.

Mr Nissim Barak, the ministry's Director-General for only three months, said the government had not shown the political will to implement a programme prepared by the ministry. This is apt to embarrass Mr Shimon Peres, the Prime Minister, who plans to visit Washington this month to seek emergency economic assistance.

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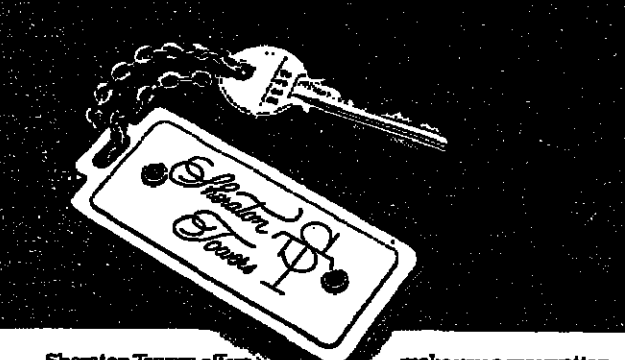
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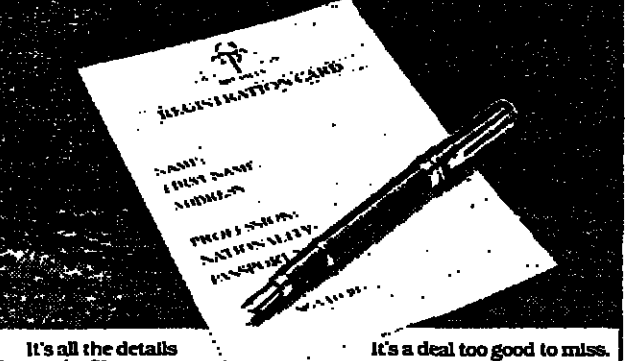
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21st century telecommunications come to Tokyo suburb

By Robert Cottrell in Tokyo

WHILE MOST people in many parts of the world are happy enough to find an operational public phone booth, Tokyo's Mitaka district residents (at the weekend) became the first beneficiaries of an integrated telecommunications system likely to spur profound social and economic change.

Its aim is to provide a common linkage between all types of communication equipment commonly found in homes and offices: telephones, computers, televisions, facsimile transmitters, telex machines.

Also on the space-age hook-up will be some less common devices such as the sketchphone, which transmits hand-drawn diagrams, and the television printer, with further accommodation for future devices such as the pocket-sized portable telephones which, the engineers say, will be carried by almost everyone in 30 years' time.

Electronic conversation between these devices can be on an unheard-of scale, with large computers offering database information and data-processing services. Home banking and home shopping become obvious possibilities. Equally feasible

will be, say, home aircraft designing or home nuclear physics.

The Mitaka pilot project inaugurates the Information Network System (INS), the dominant long-term scheme of Nippon Telegraph and Telephone (NTT), Japan's state-owned domestic telecommunications monopoly. The plan is to go nationwide in 1985.

The elements of INS, both hardware and software, also exist in the U.S. and Europe, but Japan leads in its commitment to bundle-up the range of computers and services and

make that integrated package cheaply commonplace in every home and office. The capital cost, however, will be enormous, with brokers estimating that the company may spend ¥20,000bn to ¥30,000bn (\$288bn and \$399bn) between 1980 and 2000.

The major technological breakthroughs which make INS physically possible are optical fibre cables, which can carry more—and more complex—information than conventional copper-wire cables; and very large-scale integrated circuits, which compress complicated electronic components and circuitry into small, cheap packages.

NTT is now completing a major optical fibre trunk route the length of Japan, which will be the backbone of the country's telecommunications in coming decades. (Some of NTT's shares are expected to be sold to the Japanese public next year, and its monopoly powers curtailed. Rival carriers will probably then be formed to lease NTT lines, and provide competitive services.)

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OVERSEAS NEWS

Greece will be Awacs base by end of 1985

By Andriana Ierodimitrou in Athens

GREECE WILL become a base by the end of 1985 for a Nato Advanced Warning Airborne Communication System (Awacs) aircraft which will be used for detection of enemy air movements along the south-eastern borders of the Alliance.

Athens had agreed to participate in a project to set up an Nato Airborne Early Warning Force (NAEWFF) before the conservatives lost power to Dr Andreas Papandreu's Socialist Party in October 1981.

Alliance members were required to make special contributions to finance the project, total cost of which is estimated at more than \$2bn (£1.6bn).

The Socialists are continuing this participation, despite the fact that in the past three years they have questioned Greece's role in Nato's military wing, and actively cultivated relations with the Soviet Union and the Balkan Warsaw Pact countries, Bulgaria and Romania.

Under the NAEWFF project, 18 Awacs aircraft will be deployed across the Alliance by the end of 1985. Command Headquarters for the force are located at Supreme Headquarters Allied Powers Europe (SHAPE), in Belgium.

A main Awacs base at Kilenkirschen in West Germany has been active since 1983, with 12 aircraft at present in place. Britain is deploying its own separate force of 11 Nimrods, based at RAF Waddington.

There are three forward Awacs operating bases. The first, at Konya in southern Turkey, has been operating since late 1983. A second, at Trapani in Italy, is scheduled to come into use by the end of 1985. The Greek base will be the third.

One Awacs, a specially converted Boeing 707, with crew, will be rotated into and out of Preveza, the site of a Greek Air Force base, on the western Ionian coast of Greece.

Removal of ground radar facilities to receive the aircraft is currently under way at Preveza.

The aircraft will be deployed to detect "enemy" air movements during Nato exercises in the region. Awacs aircraft are particularly well equipped to detect low-flying fighter jets.

Brussels bid to end budget deadlock

BY QUENTIN PEEL IN BRUSSELS

A LAST-DITCH effort by the Foreign and Finance Ministers of the European Community begins today, to break their deadlock over financing the overspent budget of the EEC, and revive the momentum of the stalled negotiations to bring Spain and Portugal into an enlarged Community.

The Ministers face a deadline of Friday by which they are legally bound to present a budget for 1985 to the European Parliament for its approval.

They also have to agree on a supplementary budget for the rest of 1984, to prevent the European Commission from running out of cash by the end of October—money which it needs to finance committed farm spending.

At the same time, they face an ultimatum from West Germany that contributions from member-states cannot be increased in the long-term until enlargement of the EEC has been agreed and accomplished. But without such an increase, the money will not be available to allow Britain its proposed reduction in net budget contributions next year.

The latest hurdle now faced by the Council of Ministers representing the 10-member states risks turning into a confrontation with both the European Parliament and the Commission over the terms of the budget package they put together, especially the means of enforcing long-term control of spending.

The source of conflict between

the Council, the Commission and the Parliament is the package of budgetary discipline measures due to be finalised by the Finance Ministers at their meeting in Luxembourg today. M. Gaston Thorn, president of the Commission, warned the Ministers in a letter on Friday that their present plan "disregards the role of Parliament" in the budget process, lending his support to a similar protest by M. Jean-Pierre Cot, chairman of the Parliament's budget committee.

What the Finance Ministers insist on is that Britain—keeping the rate of increase in EEC spending below the rate of increase in EEC revenues. They are also proposing to set a ceiling on non-farm spend-

ing, however, apparently stifling the right of Parliament to negotiate a different figure. Now the Ministers will have to find some way of satisfying Parliament that its powers are not encroached on, while finding a formula for spending control which equally reassures France, Denmark, Greece and Italy that their farmers will not see their livelihood threatened.

The conclusions of the Finance Ministers will have to be passed immediately to the Foreign Ministers' meeting on Tuesday morning.

The Foreign Ministers will then have to pull together all the strings of a budget package demanded by Britain as the prerequisite for approving increased spending in 1984 and 1985.

Urgent need to drain EEC's wine lake

BY IVO DAWNEY IN BRUSSELS

TAKE A 3bn-litre wine lake, add more than Ecu 1bn (£590m) in EEC support payments, stir in three equal measures of social, budgetary and community enlargement issues.

This is the potent cocktail of problems to be served to the EEC's farm ministers at an emergency council meeting in Luxembourg today. But there is little likelihood that they will find it any more digestible than they did when they met at Killarney last week.

The community's growing wine surplus is now by far the most urgent problem on the agricultural agenda. Without a collective agreement on how to stem the tide, no clear terms on wine can be put to Spain in its negotiations to enter the EEC.

Moreover, such is the linkage between separate issues in every Community negotiation, this could have repercussions for the EEC budget because West Germany has refused to

approve an increase in the Community's resources until the terms of Spain's and Portugal's admission to the EEC are agreed.

The sources of the wine lake are simple—too much is produced and too little is drunk. Meanwhile, the annual cost of maintaining the EEC's wine system has risen from fewer than Ecu 100m to more than Ecu 1bn in 10 years.

Output each year has increased by one percentage point annually for almost a decade, to a new high of 165m hectolitres. Consumption had been exceeded.

In France, for example, the largest EEC wine bidder, consumption per citizen each year has dropped from an average of 130 litres in the 1960s to fewer than 85 litres today. A further 20 litre annual decline is anticipated for the next few years.

Small increases in wine drinking in the northern coun-

tries which produce little wine account for only a few buckets in the ocean of surpluses. According to one expert, half the EEC's 15m hectares of vines should be torn up, in order to bring demand and production into equilibrium.

This summer the EEC Commission has proposed a series of measures to tackle the problem, including:

- A new Guarantee Threshold on price support, to force compulsory distillation of wine with a reduced rate of compensation once 100m hl of Community production had been exceeded.

- A freeze on the rates of price support over several years.
- Ceilings on the amount of wine any one producer may submit for voluntary distillation at preferential prices.

- Increased support for grubbing-up old vines, restrictions on replanting to 50 per cent of the area formerly under vines, and bans on irrigation of land and the adding of sugar

to wine. The northern member states have reacted with broad approval for this stringent plan, though West Germany is directly opposed to the sugar ban (important in its production) and wants exemptions for hill farmers from the replanting rules.

France, while accepting many elements in the package, is arguing strongly for national production quotas fixed at 85 per cent of current output.

Both the French and the Commission schemes have met a brick wall in Italy, which, with Greek support, claims that incentives for grubbing-out vines and efforts to encourage consumption would be sufficient to tackle the problem.

The likely outcome is that an amended version of the Commission's scheme will be accepted by all except the Italians, who will then come under intense pressure, sweetened with some concessions, to bow to the inevitable.

Violence flares over Malta's church schools

NEITHER the Maltese Government nor the island's powerful Roman Catholic church appeared ready at the weekend to step back from a devastating clash over church schools which has sparked increasing violence and social tension. Godfrey Grima reports from Valletta.

Fighting broke out again in

Valletta yesterday after a religious ceremony marking the tenth anniversary of the ascension to the island's bishopric of Archbishop Joseph Mercieca. A late night meeting on Friday between the Archbishop and Mr Dom Mintoff, the Maltese premier, did not raise any hopes of a compromise in the dispute

over Mr Mintoff's decision to force church schools to abandon tuition fees.

Violence and threats of unrest are mounting. On Saturday a bomb placed outside the house of a member of the church hierarchy rocked a Valletta suburb while trade unions are warning of disruptive action in government

departments this week.

The Government is apparently convinced that the church and the opposition parties are in alliance against it. The church has decided to close from today eight secondary schools until the constitutional court has ruled on whether the Government's measures are legal or not.

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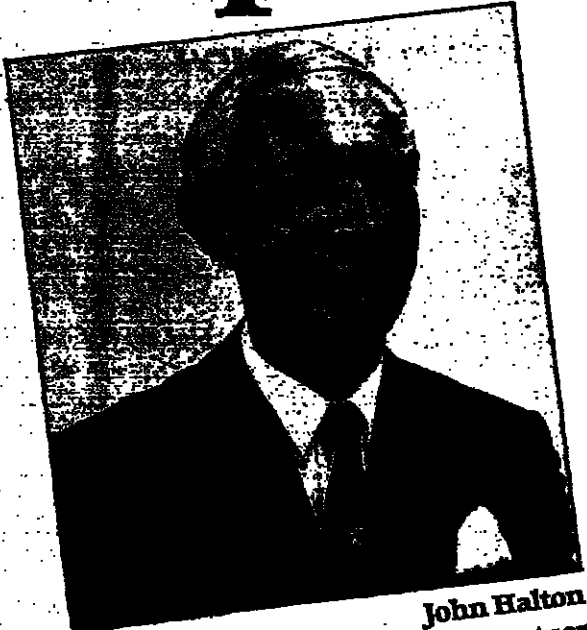
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WORLD TRADE NEWS

Japan to cut VCR exports to EEC by 10%

TOKYO. Japan's Ministry of International Trade and Industry said at the weekend that it has asked Japanese manufacturers of video cassette recorders (VCRs) to curtail their exports of finished sets to the European Community by at least 10 per cent this year to maintain "proper prices".

The Ministry has offered "administrative guidance" to VCR makers to cut down their exports to the EEC during the Christmas season, a MITI official said. Japan agreed with the EEC last year to limit its exports of VCRs this year to 3.5m finished sets and 600,000 knockdown sets to be assembled in Europe.

The new cut has been decided upon to avoid price competition among Japanese makers because of slackening demand for VCRs in Europe, said the MITI official. Each maker is to be required to cut back more than 10 per cent of its current allotment.

Notification of the measure will be formally conveyed to Viscount Etienne Davignon, the EEC vice-president, who is scheduled to start a visit to Japan today.

The guidance does not affect knock-down units, the Ministry official said. He declined to give figures of VCR exports to the EEC this year, but the Japanese economic daily newspaper Nihon Keizai Shimbun said they had declined 11.7 per cent compared with the same period last year.

The Electronics Industries Association of Japan announced last week that Japan's total exports of VCRs climbed to an all-time high in August, reaching 1,993m units, up 51.7 per cent from a year earlier. The U.S. accounted for 52.5 per cent, while 18.1 per cent, or 390,825 units, went to the EEC.

The Expressway and Rapid Transit Authority of Thailand has awarded a \$40m contract to a Japanese-Thai consortium for the construction of a 450 metre bridge across the Chao Phraya River, Nissho Iwai, leader of the consortium said.

Construction of the cable-stayed bridge is expected to start next month.

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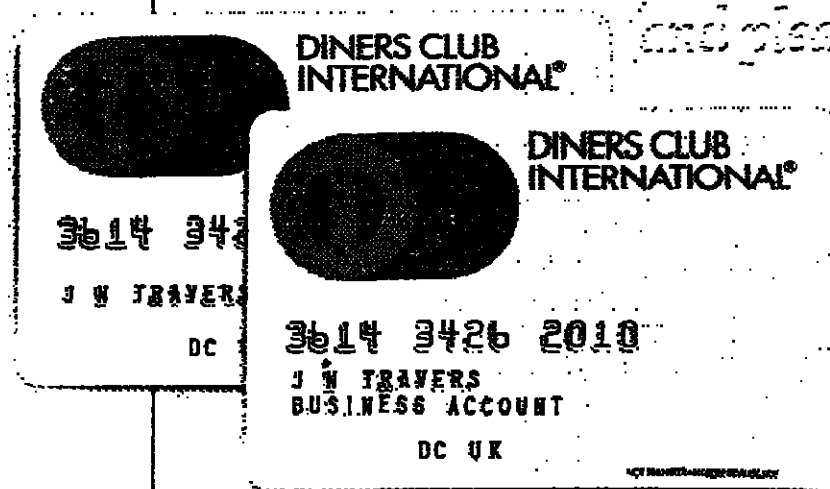
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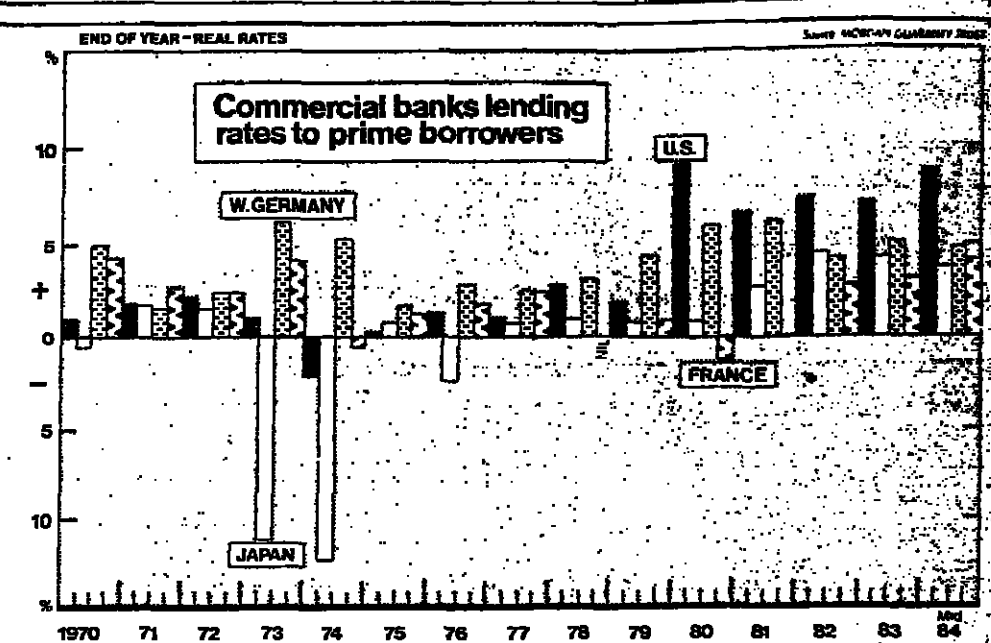
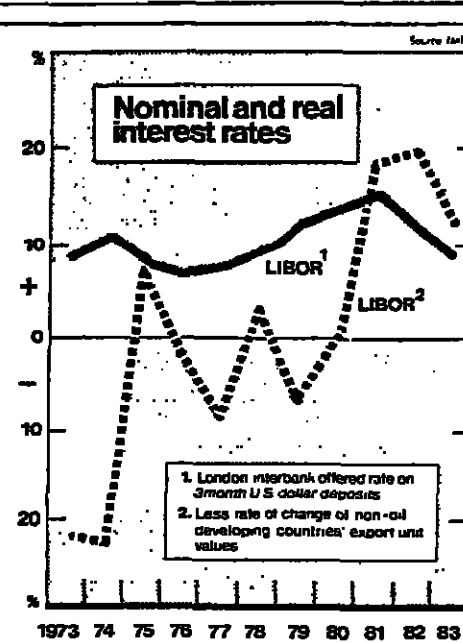
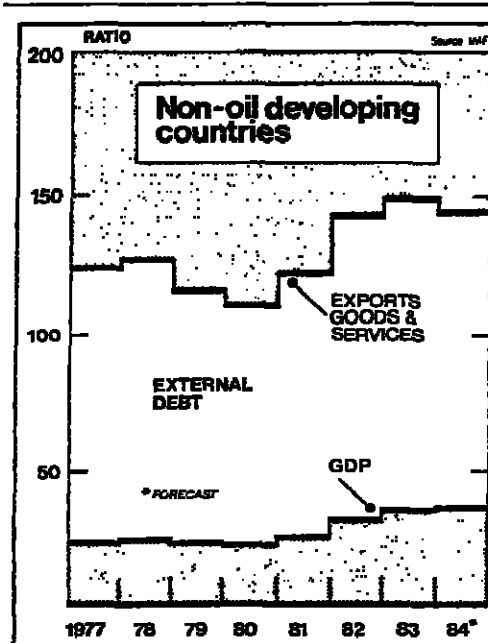
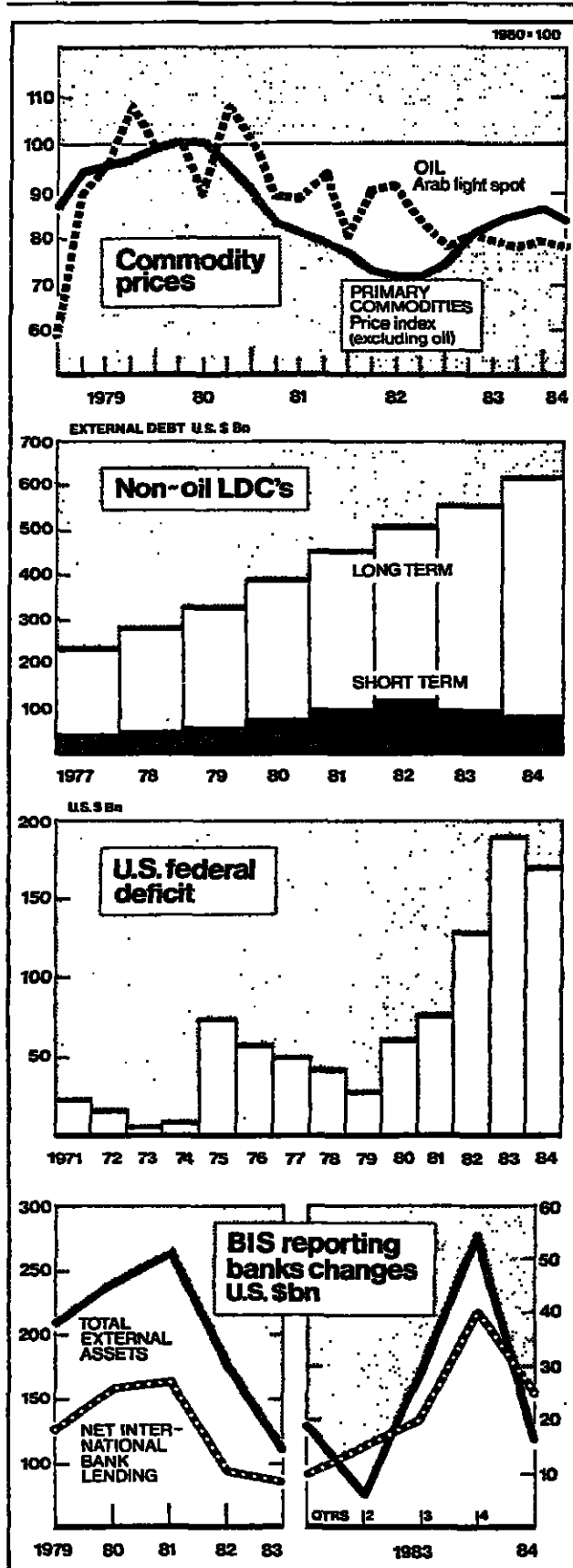
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STATISTICAL TRENDS: DEBT AND FINANCING



Interest rates cloud growth prospects

BOTH THE industrialised countries and the less developed countries (LDCs) have been severely affected by the high real interest rates which have dominated the world's money markets for the past three years.

The effect on LDCs has been an increase in their debt service commitments at a time when they were also faced with a cutback in available external finance and increasing current account deficits. Industrialised countries have seen interest payments become an increasingly important item of government expenditure. The rate of growth of international bank lending reached a peak in 1981 and since then has fallen dramatically. Total external assets of the reporting banks in the Bank for International Settlements area grew by only \$108bn in 1983 compared with

\$285bn in 1981. This is reflected in the current account financing of non-oil LDCs, which have faced a substantial cutback in private lending.

DEBT: Non-oil LDCs			
	1977	1981	21.3
1978	14.8	18.1	24.6
1979	16.1	19.3	21.9
1980	17.2	19.4	21.1

* Payments % of exports of goods and services. Source: IMF

down from a high of \$71bn in 1981 to \$20bn in 1983. This squeeze on financing, together with falling commodity prices, forced non-oil LDCs to cut back imports, with a consequent loss of output. These pressures were responsible for the wave of debt rescheduling which has reduced their debt service ratio from 24.5 per cent in 1982 to an estimated 21 per cent in 1984.

Output has improved, with a forecast real growth rate this year of 3.5 per cent. Export volume is expected to rise by 7 per cent, and the fall in import volume to be reversed. There has also been an upturn in commodity prices. But the effect of high real interest rates is to require an increase in the volume of exports just to service a fixed amount of debt. Production cuts and a fall in the price of oil (in terms of U.S.) have turned the current

account surplus of \$11bn which the oil-exporting countries achieved in 1980 into a deficit of \$16bn in 1983. This has been accompanied by a marked reduction in their imports of goods and services. In the industrialised countries, the 1970s and early 1980s saw increases in government deficits as a proportion of gross domestic product (GDP). General government debt to GDP ratios are now between

40 and 60 per cent for many countries. Some are higher: Italy's stands at 80 per cent and Belgium's at 103 per cent. Interest payments on public debt now account for between 7 and 18 per cent of current expenditure in EEC countries. Japan's tighter fiscal policy has led to a reduction in the ratio of deficit to GDP, and there has also been a fall in West Germany's, but the U.S. federal deficit soared between 1981 and 1983, rising from

1 per cent of GDP to 3.9 per cent.

With real average interest rates on debt of 2 to 5 per cent, real growth rates of more than 2 per cent must be achieved for many countries to remain at the same level of indebtedness.

The upturn in the world economy has brought some relief to non-oil LDCs because of an increase in world trade. But growth outside the U.S. and Japan is still patchy, and

the mounting U.S. deficits on current account and federal spending are drawing finance from the developed world. Although the LDCs have reduced their debt service ratios by rescheduling short-term debt, the ratio of foreign debt to GDP continues to rise. High interest rates show no sign of disappearing in the near future and they continue to cast a cloud over both developed and developing countries.

Real Growth

	% change	Industrialised	Oil	Non-oil
		countries	exporting	developing
1977	3.9	6.3	5.7	
1978	4.1	2.3	6.4	
1979	2.5	3.7	5.1	
1980	1.3	-2.0	5.0	
1981	1.6	-4.0	2.8	
1982	-0.1	-4.3	7.5	
1983	2.3	-1.1	1.6	
1984*	3.6	4.7	3.5	

Source: IMF

General Govt. Financial Balances

	% GDP at market prices	1977	1978	1979	1980	1981	1982	1983	1984*
U.S.	-1.7	0.5	-4.2	0.8	0.6	-1.0	-3.8		
Japan	1.4	0.5	-2.6	-3.8	-4.8	-4.0	-3.1		
Germany	-0.1	1.2	-5.7	-2.4	-2.7	-4.0	-2.7		
France	0.7	0.9	-2.2	-0.8	-0.7	-1.9	-3.2		
UK	1.5	-2.7	-4.6	-3.2	-3.2	-2.5	-3.7		
Italy	-7.1	-8.5	-11.7	-8.0	-9.5	-11.7	-11.8		

* Estimates.

Commentary by Our Economics Staff; data analysis by Financial Times Statistics Unit; charts and graphs by Financial Times Design Department.

Non-oil LDCs

	Current Account Financing	US\$bn
	Long-term borrowing	Borrowing from official and private creditors (net)
1977	13.1	16.4
1978	13.8	32.8
1979	12.0	36.5
1980	20.0	60.6
1981	22.5	70.5
1982	21.6	36.2
1983	22.6	20.2
1984*	23.1	21.2

* Forecast.

Source: IMF

LDC Debt

	Debt exposure to BIS Banks	US\$bn March 1984
Mexico	64	
Brazil	62	
Argentina	25	
Venezuela	22	
S. Korea	20	
Chile	12	

* Forecast.

Source: IMF

International Markets Funds

	US\$bn	Bank loans	Bonds
1972	8.7	11.2	
1973	20.8	10.0	
1974	28.5	12.3	
1975	20.6	22.0	
1976	25.4	34.6	
1977	34.2	36.1	
1978	73.8	37.4	
1979	79.3	40.6	
1980	81.0	39.8	
1981	147.7	52.8	
1982	103.4	75.5	
1983	80.5	77.1	

* Forecast.

Source: OECD

LDCs Trade

	Volume of exports	Volume of imports
1977	4.7	7.7
1978	10.0	10.7
1979	8.0	10.7
1980	9.0	8.8
1981	7.8	5.1
1982	1.7	-8.3
1983	5.3	-6.6
1984*	7.0	5.5

* Forecast.

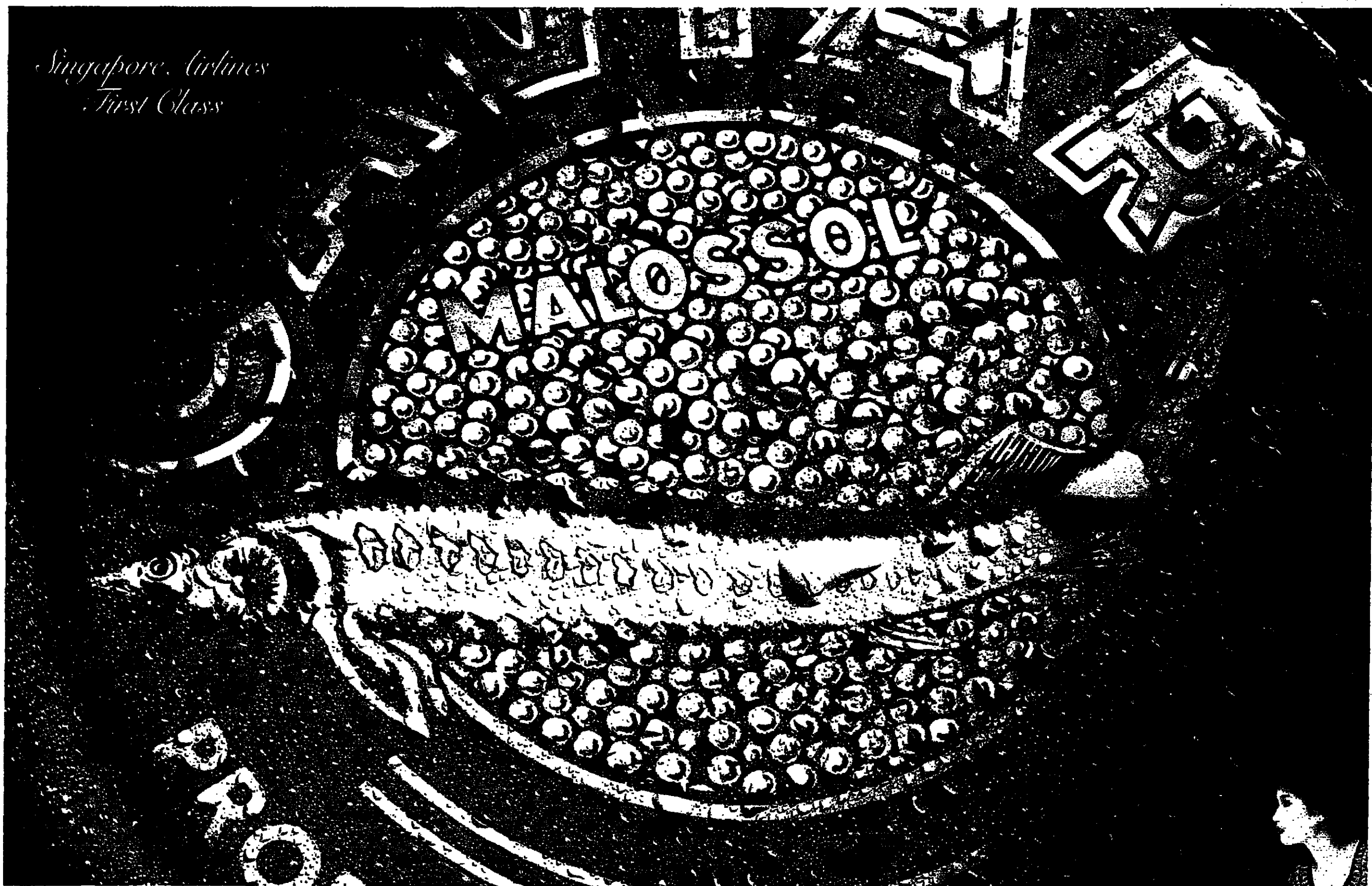
Source: IMF

Current Account

	U.S.	Japan	EEC
1973	7.1	-0.1	2.9
1974	2.9	-4.7	-0.9
1975	18.1	-0.7	3.5
1976	4.2	3.7	3.9
1977	-14.5	10.9	3.0
1978	-16.4	18.5	19
1979	-0.9	-8.8	-5.4
1980	0.4	-10.7	-5.4
1981	4.8	4.8	-12
1982	-11.2	6.8	-9
1983	-40.3	22.6	3.0
1984*	-86	30	5.0

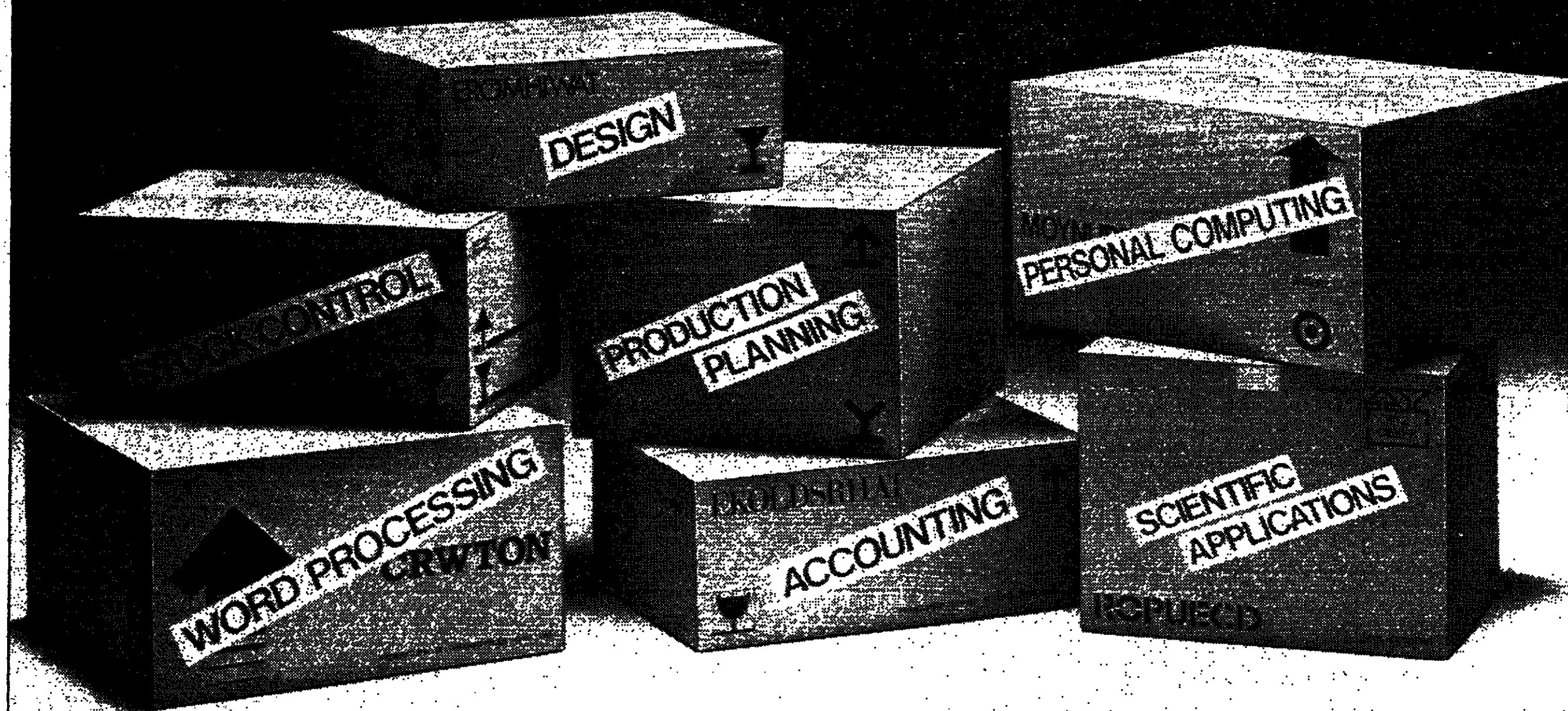
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UK NEWS

Return on capital 'still below levels of 1970s'

BY PHILIP STEPHENS

THE RATE of return on capital in British industry is still below the levels of the 1970s, despite a surge in corporate profits over the past two years, according to a new study by the Bank of England.

The study, to be published later today in the Bank's quarterly bulletin highlights, however, the sharply differing performance of companies in the capital goods and the consumer sectors.

Based on an analysis of 1,800 of Britain's largest companies, it says that apart from the electronics industry the average rate of return for companies producing capital goods is well below the level of the last decade.

The Bank says that the construction industries have continued to suffer from low private and public investment, while profitability has been even more depressed.

The buoyancy of the electronics sector during the recession reflect

ed income from the large liquid assets held by several major companies and the relatively high proportion of defence contracts received by such businesses.

This has allowed electronics companies to remain at the top of the profitability league, with an average rate of return of more than 20 per cent last year.

The Bank estimates the rate of return enjoyed by the capital goods sector, as a whole, at 11 per cent on a current cost basis in 1983, up slightly from the 5 per cent recorded in the depths of the recession in 1980.

Current cost data is not available for the 1970s, but historical cost figures show that current profitability is at only two-thirds of the peak levels seen in 1970 and 1977.

The figures are in stark contrast to the healthy profits of consumer goods manufacturers. This sector suffered only a small drop in profits during the recession and has recorded steady increases since 1980.

The resilience of consumer goods companies to the recession was helped by the large overseas interests of many major companies, particularly food, tobacco and pharmaceutical producers.

Corporate tax changes announced in this year's budget will tend to benefit the more profitable companies and those in the financial and services sectors, the Bank says. Less profitable companies and those in capital-intensive industries are likely to be worse off.

The measures will, however, reduce distortions between the relative costs of employment and capital and will remove most of the bias in favour of debt rather than equity finance.

● A separate article in the bulletin says that the steep rise in profitability of industrial and commercial companies as a whole since 1979 has transformed their financial position.

Defence of N. Sea price might harm trade, says BNOC

BY DOMINIC LAWSON

BRITISH NATIONAL Oil Corporation (BNOC) fears that many companies might abandon the UK as a long-term supplier of oil, unless the UK Government changes its attitude to North Sea oil prices.

The Government has set its face against any cut in the \$30-a-barrel term price for North Sea crude. Until recently the Government had publicly maintained that selling rates were agreed between BNOC and the oil industry in accordance with market conditions and without interference from the Government.

However, when North Sea oil prices tumbled to below \$20 at the beginning of August, Mr. Alick Buchanan-Smith, Energy Minister, wrote to eight major oil companies telling them not to put any pressure on BNOC to cut the official \$30 price.

BNOC was not informed in advance of the move, but it is now no longer regarded by many companies as a bona fide negotiator of North Sea oil prices.

Traditionally, the main advantage of buying term oil from BNOC was that it was a secure source of supply that would charge a price that reflected the market's estimate of the value of North Sea oil.

With an oil glut, however, security of supply is no longer of great importance. More important, the industry now sees the UK Government as being as determined as any Opec Government to defend its oil price at all costs.

The main victims of such a policy are not so much the oil majors, who are themselves principal producers of North Sea crude, but refining companies, particularly in Europe.

They have suffered, not only by paying well over spot market prices for BNOC crude, but additionally by the strength of the dollar, the currency in which North Sea oil is traded.

About 30 per cent of BNOC's term crude is sold to small refining and marketing companies. An oil company executive said last week that BNOC was in danger of losing that business. BNOC is about to agree a continuation of the \$30 term price for the final quarter of the year.

Many companies would prefer to see a \$20 price, which is the market price for forward deals in November shipments. However, the negotiations have taken on the aspect of a charade, since the companies know that BNOC would be prevented by the Government from agreeing to such a price reduction.

As part of its statutory duty, BNOC buys 51 per cent of all North Sea production, at term prices. But as companies have increasingly turned away from BNOC as a supplier, the Corporation has been forced to sell large volumes of the crude it purchases at a loss on the spot market. That volume might be running at up to 200,000 barrels a day.

At present North Sea spot prices of \$26.50, BNOC could, in theory, be losing up to \$500,000 a day. Although BNOC has other, profitable activities, it now seems that it is likely to make such a large loss this year that it will find it almost impossible to meet the financial target set by the Government, of making a £10m pre-tax profit in 1983-84. In 1983, BNOC made £800,000 before tax.

Call for cheaper borrowing

BY ROBIN PAULEY

A CHANGE in Government policy to ensure interest rates are cut will be needed to prevent the modest British economic recovery from fading away next year, as official forecasts say it will, according to some City of London economists.

The Central Statistical Office's indicator predicting the state of the economy 12 months ahead has fallen for five successive months, and the indicator predicting the economy six months in advance has had

three successive falls, indicating that the current economic cycle has peaked and may be slowing down.

However, brokers Capel-Cure Myers and de Zoete & Bevan agree that policy changes could help to prolong the expansionary phase and stop the downswing from turning into a recession.

The economists at de Zoete & Bevan think that although the British economic climate has been deteriorating since the spring, even af-

ter allowing for the impact of the miners' strike, it could now bounce back briefly.

The key then would be to change policy by relaxing, albeit modestly, the emphasis given to inflation in the monetary policy guidelines. "An upward deviation of inflation from around 5 per cent may not now be met by higher short-term interest rates, at least not immediately," said Mr. Roger Bootle at Capel-Cure Myers.



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Liberty Life — an insurer with a flair for innovation and strategic investment

Donald Gordon, chairman of Liberty Life, speaks in this interview with Richard Rolfe, London-based international editor of Finance Week of Johannesburg.

Rolfe: Last year was a record year for the Liberty Life Group. Just how good was it?

Gordon: Bearing in mind 1983 was another year of recession in South Africa, I think we did extremely well. Total assets grew by 43% to R3.5bn and by the year-end total investments under Group control reached R4.5bn. Liberty Holdings' taxed profit and earnings per share were both up by 33%.

Rolfe: What about new business?

Gordon: New business premium income increased by 53% to R209m and Liberty Life improved its market share significantly. This spectacular growth in premium income was helped by the enthusiastic reception given to our new 'Liberty Universal Lifestyle' policies. These offer a policyholder great flexibility in selecting the particular mix of life cover and market-related investments that best suits his family and financial circumstances at each stage of his life. Liberty Life's three great strengths have always been its product innovation, marketing flair and investment expertise.

Rolfe: Do you regard yourselves as innovators in life insurance?

GROUP PROFILE

Liberty Life is something of a phenomenon on the international insurance scene. Established in 1957 by Donald Gordon, its present chairman, with an initial capital of £42,000, it was a subsidiary for 15 years of Guardian Royal Exchange until control was re-acquired by South African interests in 1978.

Today it is the third largest life insurance group in South Africa and the largest shareholder-owned group. Total assets are currently approximately £2bn.

Close links have been established with the Standard Bank and the United Building Society — South Africa's largest provider of mortgage loans. The Group holds a 43% interest in Guardian National Insurance Company Limited, the South African fire and accident subsidiary of the Guardian Royal Exchange. The Group also has a joint controlling stake in the Premier Group Holdings Limited which was listed in London in July 1984. Premier is the dominant shareholder in South African Breweries Limited.

The rapid growth of the Liberty Life Group has been largely due to Mr Gordon's talent for devising new insurance techniques and his flair for developing bold and imaginative investment strategies.

In addition to its leading role in South Africa, the Liberty Life Group is beginning to have an impact on the international financial services industry. In the U.K. the Group has acquired important strategic stakes in Sun Life Assurance Society PLC and in Capital & Counties plc, a leading London-based property group. Liberty Life is listed on both the London and Johannesburg stock exchanges and its holding company, Liberty Holdings, is listed in Johannesburg.

Life's development of the Sandton Central Business District. This new city is perhaps the most affluent in the southern hemisphere.

Early in 1984 the R33m Libridge office complex, next door to Liberty Life's head office building, was also completed. A number of other important projects have also been started or are on the drawing board.

Rolfe: What is the total value of the Group's property interests now?

Gordon: Including our U.K. interests held through Capital & Counties, the figure is well over R1bn. However, we will need to more than double this figure by the end of the decade if the Group is to maintain its existing proportionate interest in real estate.

Rolfe: Has Liberty Life's rapid growth put a strain on its financial resources?

Gordon: In the life assurance industry new business strain really represents a hidden investment for achieving future premium and business growth. However, generally accepted accounting principles in South Africa, as in the U.K., require the cost of new business strain to be written-off as incurred. To facilitate our continued expansion, Liberty Life this year completed a R152m rights issue which attracted enthusiastic support from a broad spectrum of institutional investors both in South Africa and Britain. Today, Liberty Life's operations are backed by shareholders' funds in excess of R500m. When the Life Fund, disclosed reserves and capital contributed by minority shareholders are also taken into account, this figure increases to over R1bn — an unusually powerful level of solvency by world standards.

Because of the high interest rates prevailing, the additional liquid assets now at our disposal have been earning very attractive returns. These will help us achieve an increase in earnings in 1984. We have already indicated that we expect to pay a dividend of around 250 cents for 1984 on the enlarged capital, compared with 208 cents for 1983.

Rolfe: Hasn't there also been a rearrangement of the control shareholders to give the Standard Bank a bigger stake?

Gordon: Yes. In 1978, at the time control of the Liberty Life Group returned to South Africa, the Standard Bank Group acquired a 25% interest in Liblife Controlling Corporation, which holds 52% of the ordinary share capital of the listed top company — Liberty Holdings Limited. Liberty Holdings in turn owns 65% of Liberty Life's equity. Last October shareholdings in Liblife Controlling Corporation were realigned and the Standard Bank Group increased its holding to 50%.

Rolfe: Apart from ensuring continuity, what other



Mr Donald Gordon

advantages flow from this rearrangement?

Gordon: The close association between the Standard Bank and Liberty Life Groups provides a solid foundation on which we can build an integrated range of financial services embracing a wide spectrum of customer requirements.

South Africa's largest provider of residential mortgage finance, the United Building Society, has also linked up with Standard Bank and ourselves, so between us we are already able to provide the South African public with every type of service from commercial banking, short-term credit, and consumer loans to housing finance, investment-linked life assurance and mutual fund units.

I believe the concept of a financial services super-market is the direction in which banking, insurance and investment is developing, in South Africa as well as abroad.

Rolfe: Coming back to the U.K., your main interests are held by TransAtlantic Insurance Holdings. What plans do you have for further development overseas?

Gordon: We are very pleased with the way TransAtlantic has developed. Its main interests are a 26.3% holding in Sun Life Assurance Society PLC and a 29.6% holding in Capital & Counties plc, which together represent an investment of the order of £150m.

Insurance shares have been a volatile market over the past year, exacerbated by the battle for control of Eagle Star, the absorption of the Phoenix by Sun Alliance, and other significant moves in the financial services industry. As a major investor in the U.K. life insurance industry, we are watching developments with great interest. Sun Life, in which we have a specific interest, again performed well in 1983 with an increase of 23% in dividend payout.

In addition, Capital & Counties provides us with a useful springboard into U.K. real estate, particularly shopping centre development, in which we believe our combined expertise can be deployed to great advantage. This investment could play an important role in our total strategy.

Rolfe: What is Liberty Life's stake in TransAtlantic?

Gordon: Liberty Life's control position in TransAtlantic has been strengthened following the acquisition in July this year of the 20 million TransAtlantic shares (24.6%) previously held by Lincoln National. Lincoln National recently decided to acquire Cannon Assurance and it was appropriate that we should avoid a possible conflict of interest in the future.

Rolfe: How do you see your longer-term strategy in the U.K. developing?

Gordon: I hope it will not be long before TransAtlantic is in a position to be listed on the London Stock Exchange. With a strong financial base and strategic interests in both life insurance and property development, we are well positioned to move in a number of directions following the successful formula we have developed in South Africa.

Defeat for Lonrho in Fraser election

BY JOHN MOORE, CITY CORRESPONDENT

LONRHO, the international trading group, has failed to gain the election of two of its directors to the board of House of Fraser, the Harrods stores group which Lonrho is battling to gain control.

But Mr. Roland 'Tiny' Rowland, Lonrho's chief executive, has gained his own election to the Fraser board after a full count of the votes cast by shareholders of the stores group.

Professor Roland Smith, chairman of Fraser, said yesterday, "This is quite a defeat for Lonrho. We will just go on running the company and hope now we have a free hand."

Mr. Paul Spicer, a Lonrho director who had been proposed for a seat on the Fraser board by his company, said yesterday that Lonrho's campaign "will go on forever. We will continue to advocate commercial policies for the benefit of House of Fraser."

Mr. Rowland said: "This is just an interlude. A break — rather like 'Dallas' between series. I cannot be such an unacceptable person if 30m

shares from institutions are cast for my reappointment to the board. And if I can sell Lonrho's shares for a £50m profit, as I can, I don't mind being humiliated in this way. But we will continue at House of Fraser."

At Lonrho, the setback to the group's plans to secure the election of Mr. Terry Robinson and Mr. Paul Spicer to the Fraser board, on which sit Lord Duncan-Sandys, Lonrho's chairman and Mr. Rowland, is attributed to the defection of the Merchant Navy Officers Pension Fund which holds more than 3m shares.

The fund has supported Lonrho for some time in its campaign at Fraser and this time supported two Lonrho resolutions. But it decided to support the Fraser board over the re-election of Professor Smith, and Mr. Ernest Sharp, a non-executive director. It also supported the re-election of Mr. Rowland but is said to have voted against the election of the two other Lonrho directors, which proved crucial to the outcome.

Union guilty of discrimination

By David Goodhart

THE PRINT UNION Sogat 82 has been found guilty of unlawful sex discrimination by the Equal Opportunities Commission in its first important investigation of a trade union.

The decision centres on the union's control of job allocation by its London Central branch, which has only 12 women among 13,000 members.

The commission's non-discrimination order is likely to cause serious problems for the union and its new general secretary-elect, Ms Brenda Dean.

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Total income	32.7	27.2	31.7	32.5	38.5	60.5	102.5	110.4	140.7	219.7	
Total outgo	39.8	42.5	53.2	61.7	67.7	76.9	66.9	128.0	162.7	207.6	
Net total surplus from life operations	5.8	7.5	9.8	11.1	12.9	15.0	18.0	22.7	28.3	32.8	
Preference dividends	0.5	1.3	1.2	0.7	0.4	0.4	1.0	2.1	2.3	2.3	
Net total surplus attributable to ordinary shareholders	4.5	6.2	8.4	10.4	12.5	14.6	16.0	21.6	26.0	31.2	
Net total surplus per ordinary share (in cents)	58.6	73.9	85.7	99.5	115.2	133.6	165.1	188.3	230.5	286.7	
Dividends per ordinary share (in cents)	45.0	54.0	64.0	74.0	86.0	100.0	120.0	144.0	172.0	208.0	
Life fund	260.1	314.1	371.2	431.6	500.8	580.2	678.9	795.8	930.2	1,089.7	
Investments	317.7	367.9	420.3	484.5	560.3	650.2	754.9	875.6	1,012.2	1,168.8	
Total assets	336.5	386.2	450.3	521.6	607.1	710.5	830.3	970.3	1,122.2	1,298.6	

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UK NEWS

Small investors face 'squeeze' in City of London reforms

BY WILLIAM DAWKINS

PRIVATE INVESTORS will be squeezed further out of the equity markets in the coming shake-up in the operations of the City of London, Mr Christopher Johnson, group economic adviser to Lloyds Bank, says.

Writing in the bank's economic bulletin, published today, he says too little attention has been given to the needs of the small investor in the debate on stock exchange reforms.

The ending of minimum commissions by the end of 1988 would be expected to encourage small savers because the cost of trading should decline with the emergence of discount brokers offering a no-frills service, says Mr Johnson.

However, the experience in the U.S., where fixed commissions were abolished in 1975, shows that many brokers may actually end up charging private clients more than before, and reserve negotiated commissions for the big institutional investors.

"The decline of personal shareholders has so often been remarked upon that their return to the scene may look like a lost cause," Mr Johnson writes.

Inland Revenue figures suggest that about 1.6m individuals own company shares, or just over 3% per cent of the adult population. While

the number of personal shareholders has risen slightly in recent years with the growth in the number of households, the total value of their holdings has fallen in real terms.

UK company and overseas securities held by the personal sector rose from £26.6bn to £53.5bn between 1975 and 1982, in which time the retail price increase rose by 122 per cent. In real terms, the total value of personal holdings fell by 15 per cent. They fell from 19 per cent to just under 14 per cent of the personal sector's financial assets in the same period.

Mr Johnson points out that the UK tax system still encourages individuals to invest indirectly through pension funds or to buy gilts (government stocks) despite the abolition of investment income surcharge in the last budget. Better incentives for direct investment are needed, such as those available under the U.S. individual retirement accounts, which offer tax exemption for \$2,000 (£1,628) of personal savings annually, he says.

Privatisation should be one way of encouraging wider share ownership, but Mr Johnson argues that "little attempt has been made so far to stimulate demand by the personal investor."

Electricity levy may recover extra oil costs in pit strike

BY PETER RIDDELL, POLITICAL EDITOR

TREASURY MINISTERS are considering the imposition of a levy on electricity bills, already dubbed in Whitehall a "Scargill surcharge," to recoup the extra cost of oil burnt during the miners' strike.

The cost of the strike is now officially estimated at nearly £800m, and is rising at least £25m a week, although many City of London economists have made considerably higher projections of the cost.

The Government has not yet decided about how to allocate the additional cost between electricity consumers and taxpayers, but Mrs Margaret Thatcher, Prime Minister, and Mr Nigel Lawson, Chancellor of the Exchequer, are apparently attracted by the idea of an identifiable levy that could be blamed directly on the strike.

The costs of the dispute have emerged as one of the Treasury's main public expenditure headaches, the others being excess local authority spending and increased expenditure on social security benefits because of the higher level of unemployment than forecast.

Apart from the "Scargill surcharge," no emergency action is seen as necessary in the present financial year, partly because of higher North Sea oil taxes than expected, as a result of the fall in the pound against the dollar.



Nigel Lawson: Public expenditure head.

Discussions on next year's public spending plans, however, are turning out to be difficult in view of the further impact of existing pressures and higher public-sector pay awards than expected. Treasury ministers now appear reconciled to the appointment in due course, as last year, of a small Cabinet committee, or Star Chamber, to narrow the differences between them and spending ministers.

In spite of such pressures, Mr Lawson still regards a further rise in income-tax thresholds and allowances as a priority, well ahead of any cuts in the basic rate of tax.

Consequently, ministers and officials are looking at ways of widening the tax base to raise the required money, in particular by broadening the range of value-

added tax (VAT). Despite the controversy over the extension of VAT, to hot take-away foods and house improvements in last March's budget, Mr Lawson still believes the decision makes sense, but he is keeping his options open.

Among possibilities for extension of VAT are fuel and power, construction, books, newspapers and periodicals, transport and children's clothing and footwear.

The autumn economic statement and the spring budget are also likely to contain considerable emphasis on job creation. The Treasury has been at pains to point out, both to the press and to analysts, that Mr Lawson's remarks in Washington last week on unemployment do not imply any change in macro-economic policy.

Instead, the emphasis will be on the easing of restrictions on business and on incentives to provide more low paid jobs for the young.

Under consideration are the abolition next year of wages councils, which set minimum rates of pay in some private-sector industries, and changes in social security benefits to encourage the unemployed to take up low-paid jobs.

Lord Young, the Minister without Portfolio who joined the Cabinet three weeks ago, is closely involved in co-ordinating that work.

This announcement appears as a matter of record only.

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BERLITZ

De Zoete acquires Far Eastern broking team

BY OUR FINANCIAL STAFF

DE ZOETE & BEVAN, the London stockbroking firm, has acquired the entire Far Eastern team of the broker, Laurence Prust.

The deal is part of De Zoete's ambitions to expand its geographical coverage of the Pacific Basin, now restricted to Hong Kong - where it opened an office 3 1/2 years ago - Singapore and Malaysia. De Zoete, which has been 29.9 per cent owned by Barclays Bank since March, says it is almost certain to open a Tokyo branch soon.

Between 12 and 14 Laurence Prust Far Eastern specialists will move to De Zoete by mid-November.

Two other London stockbrokers are also expanding overseas. Quil-

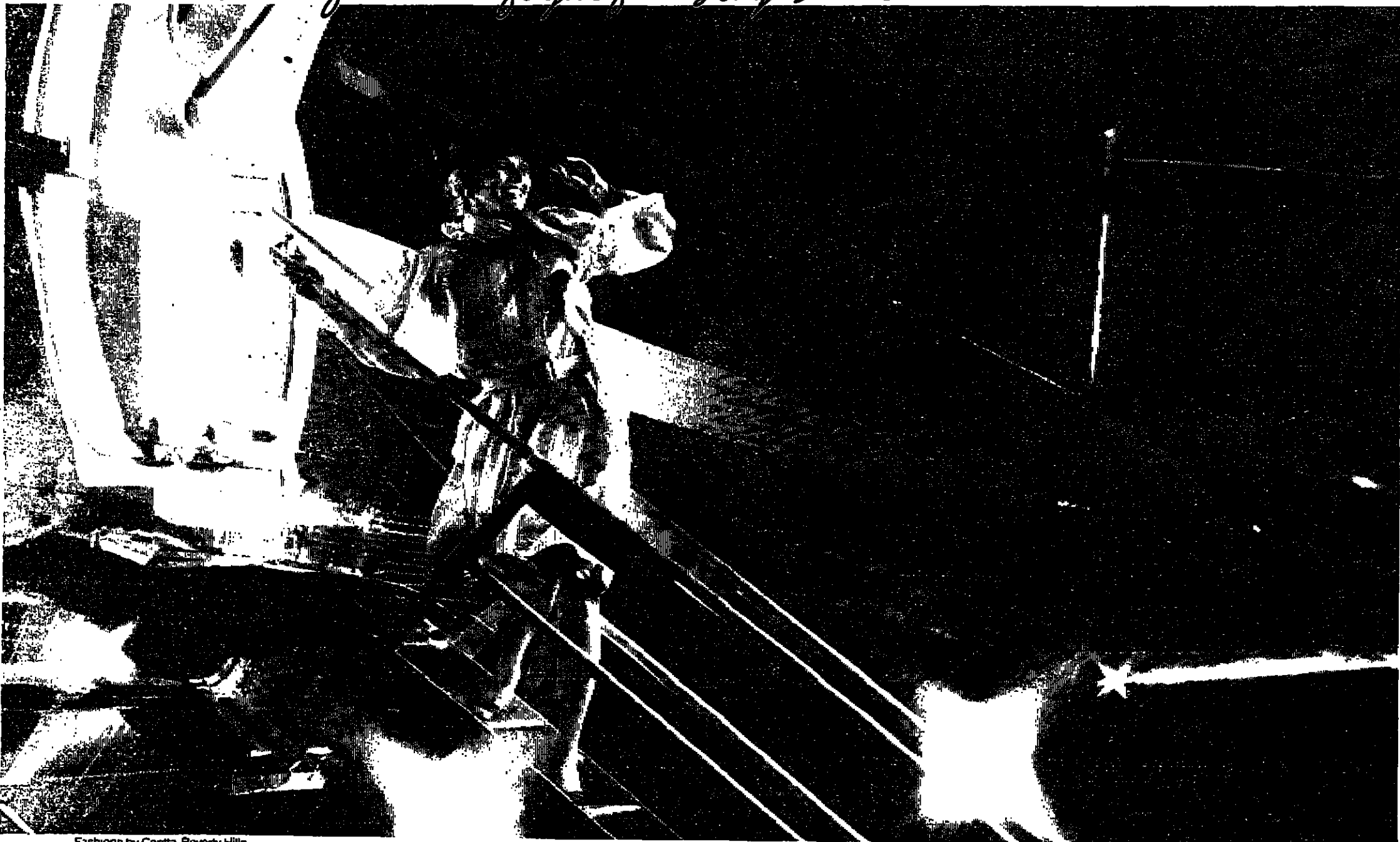
ter Goodison is planning to set up an international dealing subsidiary by the end of the year to make a market on a dual capacity basis in Continental European stocks.

A spokesman said the firm would shortly complete a funding agreement with Skandia, the Swedish insurance group which owns 29.9 per cent of its shares.

Savory Mills is planning to set up an international dealership early next year to make a market in Scandinavian shares. The firm has traditionally specialised in that region, and was cited as the third best Scandinavian analyst in London in a recent survey by Continental Illinois, the U.S. commercial bank.

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FINANCIAL TIMES SURVEY

Monday October 1 1984

Science Parks

After a slow start science parks have caught on strongly in Britain. For universities, industry and local authorities they are providing one answer to the problem of funding high tech research.

Universities rush to join the queue

BY ANTHONY MORETON
Regional Affairs Editor

ALMOST two years ago the Town and Country Planning Association held a conference in London to outline the merits of science parks.

It was well attended, with perhaps 150 people squeezing into the association's conference centre in the hinterland of Oxford Street, though only a few of them actually came from universities.

The conference developed the theme that the science park concept was more than merely real estate development and outlined the fact that "many academic institutions in the UK are preparing to release surplus real estate" for such developments.

The point of this illustration is that as late as November 1982, 16 years after the prime minister, Mr Harold Wilson (as he then was), had urged British universities to set up technologically-high-intensity parks, it remained necessary for the association to proselytise.

Today, if any organisation put on such a conference it would be swamped in the rush of universities only too anxious to explain how successful they have been—how they are really putting muscle into their parks—how they hope to set up parks in the near future.

Only three weeks ago Hull came to London to announce not what it hoped to do but that it had actually set up a park and had four tenants already (since boosted to seven).

Hull is merely the latest in a long line: Cambridge, Heriot-Watt, Aston, Warwick, Bradford, Leeds, Liverpool, Glasgow and Manchester, are in being; Keele, Surrey, Swansea, Leicester, Durham, Southampton and Newcastle, are among those off the ground; Norwich, Exeter, York, Aberdeen and Aberystwyth are waiting in the wings.

Scratch a university these days and there is a science park very near the surface. Whereas there was a certain amount of uncertainty surrounding the whole idea in 1982, today the subject is bathed in brightness. University vice-chancellors



Top left: Automatrix on the Warwick Science Park. Top right: A blend of the old and new at Springfield House, science park development at Leeds University. Above left: New development at Manchester Science Park—where the first tenant moves in in November—refurbished in high-tech style. Above right: Listerhills science park development at Bradford University

are falling over themselves to tell how science-park conscious they have become.

The reason for the sudden surge in involvement is largely economic. For several years the universities have had to live with fewer resources and the final catalyst appears to have been the University Grants Committee's reallocation of resources in July 1981.

Private work Universities have therefore seen the science park movement as a means of attracting industry in such a way that some of the work previously undertaken within the university could now be done privately but within the university grounds and, often,

by staff from the university.

At Hull, for instance, which has lost a lot of its science staff, Professor John Bryant and Dr Eric Thomas set up Laser Monitoring Systems because of the lack of finance for their type of research in the UK.

"We started selling some of the devices which we made," Dr Thomas states categorically, "in order to finance the furtherance of our work."

There is another reason. Most science parks have relied heavily on local authority participation in some form or another, private capital in the early stages being noticeably reluctant to become involved (not a feature now as there is ample venture capital

available for most projects).

Universities want to repay this commitment by local authorities and put something back into their own communities.

Mr Michael Shattock, registrar at Warwick University and a guiding light of the local science park, says: "A university must recognise that it has a major role to play in its local economy or it forfeits any claim to local support."

"With the decline of the economy in the West Midlands there is a great danger that the bits-and-pieces of industry, the little companies that are essential to the success of the giants as suppliers of components or services, will be swept away."

"We are trying to stimulate such concerns on our park. Our intention is to bring companies here who can do something for the area and link them to the university. We have made it a condition to potential entrants that they must have a relationship with us."

The result of the changed circumstances of the past two years is a great upsurge in interest in the parks. Cambridge, the first park really to get into motion, now has 40 tenants (at its peak the great Stanford park probably had no more than 90) of which 18 have arrived this year.

Bradford which only opened its doors in April 1983 has 18 tenants, is full and seeking to

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expand. Others can point to expansion of science-based industries close to the city to take advantage of the expertise in the university.

His report was picked up by Trinity College, which wanted to develop land it had near the city boundary. With a centuries-long tradition of scientific research by such people as Newton, Cavendish, J. J. Thomson, Rutherford and Adrian, it found the proposal an ideal marriage between what was wanted and what it could offer.

Wales, too, would like to follow the same path, but the Welsh Development Agency has been slower to go down this path, though it is now on it.

The SDA, which has picked out five sites and is promoting them vigorously, is perhaps fortunate in that Scotland lays some justifiable claim to having launched the first science park in Britain. When the Wilson note went out to the universities in 1968 it was immediately picked up at Heriot-Watt and Cambridge.

Heriot-Watt, having moved out of the centre of Edinburgh, wanted to capitalise on the fact that many of its staff had strong links with industry and sought to use its assets to transfer the new information and technology being developed in its laboratories and research institutes to the science-based companies in the area.

At Cambridge, the initiative was picked up by Sir Nevill Mott, then Cavendish Professor of Experimental Physics, who headed a committee that recommended a moderate

U.S. experience

By this time, as the 1980s turned into the 1970s, U.S. experience had percolated through to a small but select group in the UK. The first U.S. science park (which was not actually called that) emerged because Stanford University wanted to develop land it had available.

By chance, two young men named Hewlett and Packard were among the early tenants and their success undoubtedly helped to fuel the big surge in science parks in the U.S. throughout the 1950s and 1960s. Hewlett-Packard was by no means the only world-famous name to originate on a science park—Wang and Polaroid are others.

U.S. experience has shown

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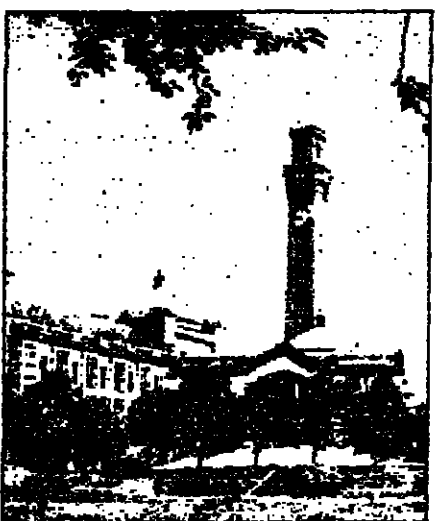
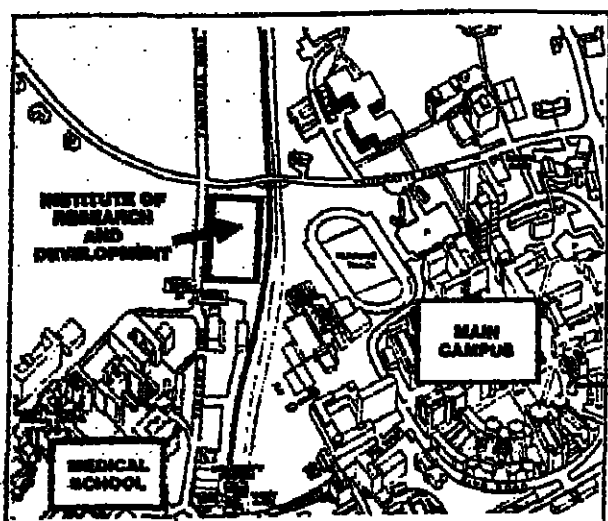
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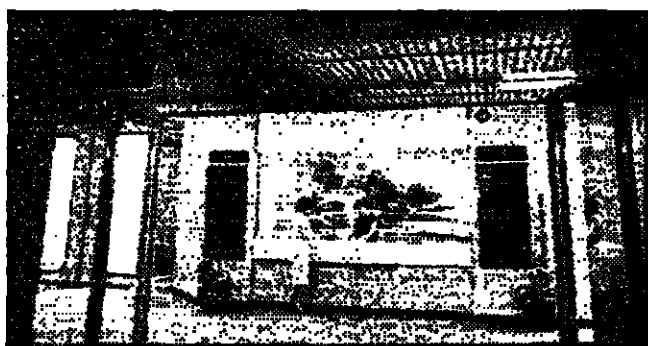
Science Parks 2

Universities
join
the queueCONTINUED FROM
PREVIOUS PAGE

that it is not sufficient for a university to set land aside, or even to lend resources, for a park to succeed. Links must be forged between university, private enterprise and availability of capital and, above all, the university must have a good scientific record.

By the late 1960s there were probably 80 or so science parks in the U.S. but only those situated in southern California, around Boston and in the Carolina triangle could be said to be "great."

U.S. experience has also shown that it takes a long time for a science park to mature and that overnight miracles simply do not happen. The failure rate is high and many small companies remain small companies.



Entrance to Barclays Venture Centre at Warwick Science Park

Those in the UK who look for quick solutions either to their own progress or to that of the British economy are therefore in for a shock.

They may take comfort, however, from the fact that in the U.S. there appears to be a second wave of interest in science parks, just as there is a smaller second wave in the UK. Many projects are now being considered, though most of them are the result of universities looking for ways in which to develop sites commercially, as at Ohio or Wisconsin.

The second wave in the UK might even be followed by a third or fourth wave. While

science park developments so far have all taken place in conjunction with universities there is no reason why they should be confined to them. A number of polytechnics and colleges of higher education have science departments which are involved in the sort of work that could be translated on to a science park and while they may not have the land on which to offer development facilities both the Merseyside Innovation Centre and the Newcastle Technology Centre have shown what can be done within more strict confines.

The concept could even be extended to the point where a company operating in the high-technology field might act as host to burgeoning industry. Plessey at Watlington and ICI's agricultural division at Billingham have already offered intimations of what might happen and it is conceivable that high-tech concerns rather than universities might act as catalyst in future. They, after all, sub-contract a lot of their own work as it is and any science-park-type development would be a logical extension of this.

Science parks offer the chance for Britain to turn its undoubted ability to generate pure research into a commercial possibility. They offer, too, a chance for the country to arrest, if only in a small way, the decline of its manufacturing industry.

Britain has been slow to translate research into industrial application. Early work on video recorder technology was undertaken, for instance, at York University, and work on liquid crystals, now an essential watch, at Hull but it was in Japan where the commercial possibilities were fully realised.

The science park movement offers an opportunity to end this prodigality. It needs changed attitudes. Happily, those changes are taking place, Mr David Bugand was member of the staff of Bradford University; now he runs Bradford University Software Scheme.

Changing to industry meant changing my whole way of thinking," he says. "As a researcher I was happy to undertake a project and make the results available to everyone. Now, I have to ensure that my work is turned into something commercially acceptable which will keep me and my staff."

Slow start to new concept

West of Scotland

MARK MEREDITH

WHAT, one may well ask, is a science park? Is it a property development somewhere near a university or a highly managed mingling of academic and industrial talents in a campus setting?

If the scattering of UK science parks form their own association in the coming year, one of their objectives will be to find a stricter definition of the science park concept—presumably by accepting only bona fide members true to the active rather than the passive approach to their tenants.

The West of Scotland Science Park is on the more orthodox side of the science park camp. Created by the Scottish Development Agency and linked to both

Glasgow University and the University of Strathclyde, it is directly involved in the agency's overall strategy to foster new and indigenous high technology industries in Scotland.

It is, in short, a keenly managed park ready to be discriminating even in getting the right type of first-phase industry involved in research. This might explain why, after one year in operation, the 72-acre park has only four tenants.

"I'm not displeased. I expected a slow start. Then the concept is new and few really understand it," says Colin Bond, the park's director and the man responsible for organising the maximum interaction between the resources of the city's two universities and resident companies.

The universities have no direct financial stake in the West of Scotland Science Park which is in the more leafy Western suburbs of the city. But the commitment from the academic side is there.

Scotland has now one of Europe's highest concentrations of electronics, employing about 40,000 people. In promoting this industry the SDA has tried not only to create jobs but attract companies who will use the local academic resources to develop new product lines or encourage new spin-off companies in the tradition of California's Silicon Valley.

Right atmosphere

Science parks are designed to provide the right atmosphere for the entrepreneur, who is possibly quitting a resident multinational with his own idea and anxious to put it through its early research and prototype development.

The Scottish Development Agency would like to see the big resident multinationals foster a growing host of service companies supplying their needs.

Alongside would be an equally burgeoning growth of new pro-

ducts developed in Scotland by entrepreneurs and scientists taking new electronic concepts to the science parks and then on through into the manufacturing stage with the development of technology parks like that now being set up in Dundee.

At the West of Scotland Park a total of 250,000 sq ft of unit space will be provided complete with a projected addition of 50,000 sq ft of advice unit space and 150,000 sq ft in custom-built units.

The project has cost the SDA £2m in land and building costs at a time when it is about to be much less active in the industrial property market. Thus the next phase in building at the park could well be provided by private developers.

At present the tenants include Flexigase (conductive polymers), Strathand (distributive microcomputers), Green Wood Electronics (microwave transmission), and Data Point (computer networking).

Strong in
the area
of high-tech

IF CAMBRIDGE is the daddy of all the UK science parks, epitomising most closely the original ideas of the American founders of the concept, the twin northern parks associated with Leeds and Bradford universities offer a very different alternative.

In the place of Cambridge's spacious grounds, both occupy cramped spaces. The Leeds science park occupies one building which offers no chance of expansion; Bradford has five buildings and there is room to expand, but not to anywhere near the size of Cambridge.

At Leeds, it is possible to walk out of the front door of Springfield House and be in the university's senior common room in a minute. At Bradford, it will not take much longer. So the possibilities of university involvement are much greater than at Cambridge, though Bradford has taken a pragmatic approach, believing that not every tenant will necessarily want to be associated with the university.

In both universities, and similarly at Hull's Newlands Centre, the development has been undertaken by English Estates rather than by the university.

English Estates, a government body, is Europe's largest developer and has had experience of industrial property and industrial estates dating back to the mid-30s.

This is its first venture into the science park world and it has been careful to call both

Leeds & Bradford
ANTHONY MORETON

Springfield House in Leeds and Listerhills at Bradford "high-technology developments" although the layout and other facilities are those to be found on science parks.

English Estates is, in fact, the largest developer of science parks in the UK, with seven schemes under development. For it, a common theme has not merely been association with a university but also involvement with the local authority.

Springfield House sits within the shadow of the concrete brutalism of Leeds University, the largest civic university in student numbers in the country. It is a development of a Georgian house to which has been added two one-storey wings on either side in coloured glass.

The building, as in Bradford, was completed a year ago and the first tenants moved in immediately. Whereas Bradford is full and looking for expansion there have been problems letting Leeds.

This is not just a matter of lack of interest in science parks in either the city of the university or the difference in rents (approximately £3-£5 a sq ft in Leeds plus £1.20 service charges against £2.85-£3.35 plus 40p in Bradford) so much as surplus capacity in the Leeds property market.

Good property is difficult to let in Leeds, whereas it is difficult to find in Bradford and, perhaps surprisingly, in the outside, there is very little in the way of alternative premises.

Springfield House has nine tenants, accounting for around half the total space of 32,200 sq ft compared with the 18 tenants which fill the 42,000 sq ft of the first phase at Listerhills.

All the businesses at the moment in Leeds are in computing and electronics, two of which are from the University and three from within the city while two have come from the south.

The 18 businesses at Listerhills are predominantly in micro-electronics and computing, and three of them are from the university, but there are also a number of service companies and one is a small business that has crossed the Pennines from Rochdale.

Demand in Bradford has been sufficiently strong for a second phase to be started in November with an expected completion date next May. Phase one had 65 employees in its companies (whose combined turnover approaches £9m) when each started, and the figure is now up to 130. It is projected that by the end of next year the head count will have gone to 230.

Over in Hull, the most recent of the three, having only been launched this month, four tenants committed themselves to the Newlands Centre immediately and another three have indicated they will be taking space.

Newlands, again, is more along the lines of Bradford and Leeds rather than Cambridge and has 25,000 sq ft available at first, though there is room for expansion on the three-acre site.

English Estates is also associated with science park developments at Durham University, which should be ready in a year's time, as well as others in the north at Middlesbrough, Bolton, Liverpool and Consett.

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RICCARTON RESEARCH PARK

Links with
industry
fostered

THE RICCARTON Research Park, at Heriot-Watt University in Edinburgh, sees itself as not only the first but also as a highly exclusive type of science park.

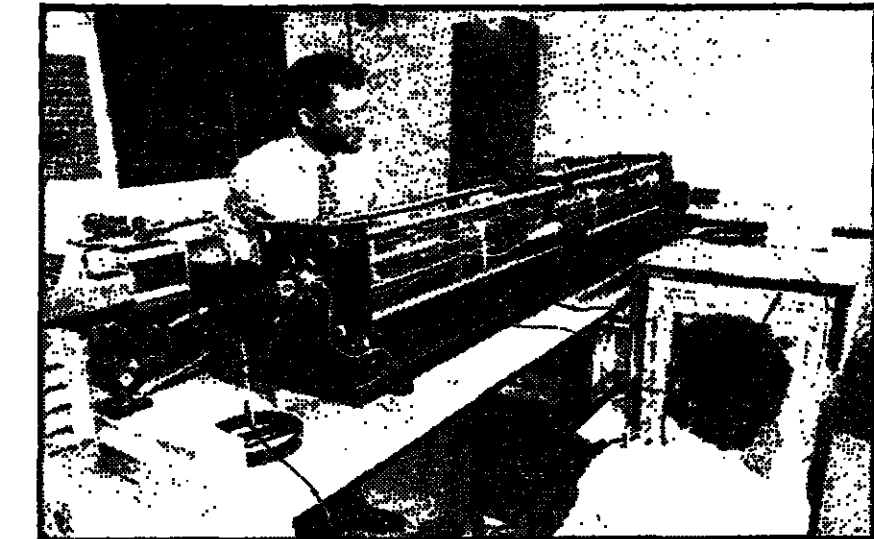
This park, part of the new university campus on the south-western fringes of Edinburgh, has actively cultivated research, development and design, and prototype development links with industry and, at the same time, has shunned any expansion into forms of manufacturing.

The 12 residents on the first developed half of a 56-acre research park are companies working on the kind of projects most likely to coincide with research projects and interests of university and staff. This was partly behind the university's single-minded approach to the park created in 1972.

The university has been the sole financing agent in this small hybrid of a science park and only the Scottish Development Agency has provided some funds to build accommodation for 12 research and development enterprises on one four-acre site.

The university administration wanted to foster better links with industry as it moved from the Edinburgh city centre to the new campus. It set out to attract pure research and applied industrial projects by offering companies the chance to integrate fully with the university.

The staffs of resident companies—there are about 250 jobs all told—allowed full access to university facilities



Laser engineers monitoring the characteristics of a carbon monoxide gas laser at the Edinburgh Instruments. It is now dominant in the manufacture of infra-red gas lasers and exports 70 per cent of them.

ties and encouraged to join in all university functions.

This formula seems most likely to attract the kind of interaction which is essential object of the science park concept. The cost, however, for this pattern does seem to be a limitation of the size of the company which is attracted to Riccarton and consequently the revenue that comes in the form of rent.

"It is often through social contacts that most of the ideas are exchanged," says Mr Ian Dalton, the park's administrator. He sees his role as encouraging contacts where the prodding is needed but the semi-rural setting is usually enough for link academic and industrial minds to meet.

The university, having allotted all but about one hectare of the first half

of the park, is expected shortly to proceed with the second half. Its more distilled approach to science parks is unlikely to change as it expands. The university is probably to undertake again the financing of the development itself.

Existing tenants include Edinburgh Instruments, one of the original occupants, the European research headquarters of Syntex, the pharmaceuticals group, and Fermentech, a biotechnology company.

Accommodation for companies varies between 1,000 to 50,000 square feet. Mr Dalton reports that the park has created employment opportunities for students, and some have come back after getting some outside experience first.

A marriage between town,
county and industry

BY THE SIDE of the University of Warwick, which is on the southern edge of Coventry rather than in the ancient town of Warwick itself, there is a building that, from a distance, looks like the sort of building William Randolph Hearst would have put up in America's mid-west in imitation of a British baronial hall.

It is in fact a branch of Sainsbury, said to be the largest group has in the country. A hundred yards down the road is the University's science park.

In their way, the three represent the best of modern Britain. Sainsbury, a leader among the companies that feed us; Warwick a leader among the universities that educate us; and the science park a leader among those areas catering for technology transfer that have blossomed in the last three years.

The science park at Warwick is a marriage between city (Coventry), university and counties (West Midlands, Warwickshire) with assistance from industry (Barclays Bank).

It is not Cambridge, with its open spaces and ample land, but neither is it Leeds, with its constricted space and single building on an inner-city site. The Warwick science park, was launched in 1981 with the aid of capital from Barclays. It occupies 24 acres and has three buildings on its space already.

The first, the Barclays Venture Building, funded to the tune of £1.5m by the bank, occupies 20,000 sq ft and has 17 occupants out of a possible 18. A second building, the Advanced Technology Centre, occupying 30,000 sq ft, has largely been taken by Sinclair Vehicles for its work on the electrical vehicle which is to be produced at Merthyr Tydfil in South Wales.

The third building is fully occupied by the Multiple Sclerosis Trust.

This is only the start, though, according to Mr Michael Shattock, registrar of the university. "We could put up buildings amounting to about 250,000 sq ft on the site," he says "and we certainly intend to expand."

Barclays, pleased with the success of the first building, is already extending the Venture Centre and in the next 12 months we shall probably start 100,000 sq ft of space. We are also looking at the possibility

of building a set of advanced technology units, each having four to six units under a single roof but each with its own front door."

The catchword about Warwick, as with many of the other British science parks, is flexibility—design, space, leasing terms, assistance from the university. In return, the companies get pleasant working conditions and full membership of all the university societies.

"Squash is a great favourite, of course," Mr Shattock says, "but we also have people in the music society for instance."

There are different motives for setting up science parks. Sometimes it is to do with

park can be almost "full" members of the university has been a factor in stimulating a corporate feeling, as a chat to any of the companies involved testifies.

So, too, does the fact that it is possible to walk across the campus into any of the university departments or laboratories.

The problem that the university has in promoting expansion is in finding the funding to put up new buildings. The companies which want to locate on the park are either too small to afford the money for their own buildings or, like potential American entrants, unwilling to invest in bricks and mortar.

Barclays' involvement in the incubator building was therefore a vital move for the park. But Warwick is faced with the problem of finding £500,000 towards the infrastructure costs of developing the remaining 14 acres, a high cost at a time when universities are under severe financial constraints.

British institutions have shown themselves to be remarkably loth to invest in interesting experiments and the Warwick science park is unlikely to offer an adequate financial return—certainly not one to allow for high infrastructure costs—within the next 20 years.

No assistance can be expected from this Government either. Warwick is, therefore, engaged in a desperate search to raise further finance for expansion.

Mr Shattock says that the science park is all about providing the sort of environment Coventry had 30 years ago. Then, the city had a lot of jobbing shops and the Warwick shop of Britain.

Much of that economic life has vanished with the recession as companies have gone out of business. Warwick would see it as a feather in its own cap if it could re-create those facilities and that atmosphere.

Such a creation will not occur, of course, on 24 acres next to the university. There are, however, industrial parks in Leamington and Kenilworth, to which growing businesses might move. In any event, the important thing is to act as a catalyst, a role the university would like very much to play.

CWMBRAN:
WHERE HIGH TECH MEETS M4

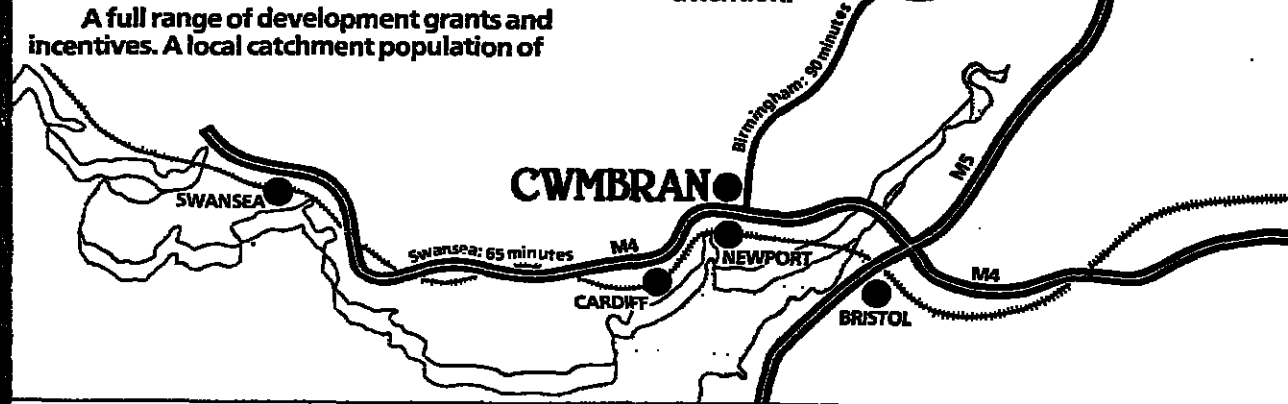
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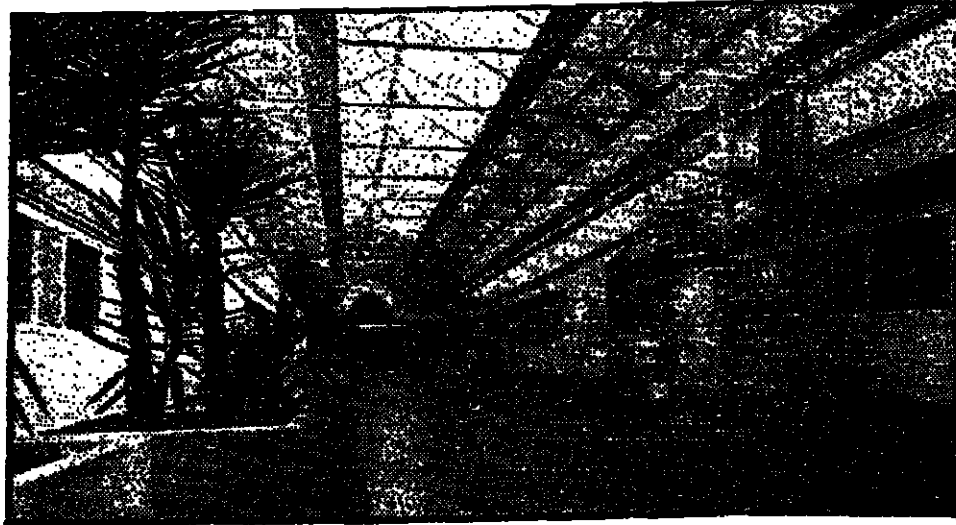
ASTON Science Park, set on a 22-acre site just off the motorway network but near the centre of Birmingham, is taking what some might regard as a high-risk policy. Only projects which genuinely need to be associated with a university—and Aston claims to be the UK's largest for technology—are likely to be accepted.

The backers of the park are the university, Birmingham City Council and Lloyds Bank. They believe the facilities offer sufficient advantages to opt for a selective approach. In the first 18 months, 12 tenants have moved in to take about half of the 45,000 sq ft in the incubator units that mark the first phase in the park's development.

Of course, we cannot fill the space two or three times over had we been prepared to lower the requirements," says Mr Derek Harris, the park's finance director—a comment termed modest by local estate agents.

Mr Harris stresses that Aston is looking for young high-technology companies "that might otherwise be susceptible to failure in the cold outside world."

Indeed, while the policy might be restrictive in terms of technology and the contribution the university might make, there is flexibility else-



The Mall at Aston Science Park, Birmingham, a turn-of-the-century warehouse refurbished by the city's architects department

Aston

ARTHUR SMITH

where, particularly on finance, Mr Harris maintains. Aston's venture capital fund of £2m has been contributed equally by the city council and Lloyds Bank. "There is a gap in the financing structure that we believe we can fill," Mr Harris says. "It is difficult to get the traditional forms of finance to invest in a start-up. We act as the pump-primer to get the project going before the company has established the necessary track record."

The science park, he says, is prepared to offer loans, equity or preference shares "any kind of mixture that we think is appropriate."

A particular success among

the first tenants is Aston Technology, a private company launched last September to assemble business microcomputers. The science park company put up £250,000 in return for a 26 per cent equity stake. Employment has risen from two to 24 and a trading profit is being returned on a company which in the first 12 months will enjoy a turnover of more than £1.5m.

Mr Graham Gough, managing director of Aston Technology, says one of the most important features of the science park is being able to call upon the university for specialist expertise when required.

Apart from the 350 or so academic staff who might act as consultants, the laboratories, and the expertise available in the management school, the science park itself offers, back-up facilities—

everything from reception and catering to finance and marketing skills.

The present incubator units range in size from 1,000 to 10,000 sq ft. Construction will start this month of 20,000 sq ft of venture units, aimed at meeting the requirements of companies in the next stage of their development. Fast-growing Aston Technology would be an ideal candidate, for example.

Other parts of the site will be developed according to demand. "We have agreed in principle to build a specialised 25,000 sq ft unit for the high technology subsidiary of a well-known and established Midlands company," Mr Harris says.

In line with the selective policy, he adds: "They are looking forward to interfacing with the main party on a number of new projects."

A hustler in the technopark

South Bank

PETER MARSH

THE LANDLORDS of an innovation centre for small technology-based companies in London will apply a deliberate policy of turning out their tenants after a few years.

It is not an example of ruthless capitalism applied to small enterprise. It is just that the operators of the South Bank Technopark, in Southwark, South London, expect their tenants to grow quickly and move on to bigger premises.

Mr Jeffe Jeffers, the park's project director, says he will be seriously worried if companies that rent space when the park opens next summer are still there after about four years.

The central aim of the technopark, backed by South Bank Polytechnic and Prudential Assurance, is "to keep good quality industry in the inner city," says Mr Jeffers. According to this theory, companies that start off in the park will create employment in the area through fast growth.

The South Bank project is unlike most science parks. It will comprise not a collection of buildings spread out over an estate, but a three-storey building now being constructed on

a cramped site next to the polytechnic.

It is taking shape in a location that is heavily inspiring from an architectural or environmental viewpoint—next to the busy Elephant and Castle road junction.

Building work should finish next April, and Mr Jeffers expects the 50,000 sq ft of accommodation to be fully let by September.

If all goes well, about 50 companies will have premises in the centre, offering jobs for 250-350 people. No company has so far firmly agreed to take space. But, as Mr Jeffers says, the companies that he is trying to attract are still in the early stages of development.

Happy to wait

"If a company signed an agreement with me now and was happy to wait around for us to finish the building, then I would think there was something seriously wrong with its business plan," he adds.

Mr Jeffers, who describes himself as a "hustler," has been involved in the planning of the technopark for several years. He set up a company, Science Parks, to act as a consultant on the project. Before that he was a steel salesman and set up community projects and job-creation schemes in South London.

South Bank Polytechnic has put up about £50,000 to fund

studies on the technopark. It sees the project as a way to improve ties with industry and to provide a commercial outlet for technologies developed by academic researchers.

Mr Jeffers's biggest coup was to persuade Prudential Assurance to fund the scheme with £4.5m. If the first phase proves a success, the insurance company could put up a further £1.5m to fund the construction of a further 30,000 sq ft of accommodation.

Three types of enterprise will take up most of the space in the centre, Mr Jeffers believes. The first group will comprise small, newly-formed companies in fields such as electronics, medical equipment and satellite imaging.

A second type of enterprise will be subsidiaries of large companies that wish to build specialist areas of technology. Finally, medium-sized computer companies may be attracted because of the links with the research facilities afforded by the polytechnic.

The physical proximity between the technopark and the polytechnic are likely to be important. The polytechnic already has links with many established, well-known companies in fields such as working with small companies.

Tenants will be encouraged to make use of staff and equipment at the science park to produce prototypes of products, for example.

The management of the park will also try to bring together in joint research projects, academic workers and companies that have taken space in the park.

People who prefer the conveniences of inner London to the more rural locations which are the base for many high technology companies, says Mr Jeffers.

Originally opposed

"People who set up new companies in technology tend to be young," he says. "When they finish work at 10 pm they don't want to drive miles down the M4. They want to go up to Covent Garden and have a curry."

But the project has not always been favoured by Southwark Borough Council, the local authority for the area. Southwark originally opposed the scheme on the grounds that it wanted to build houses on the site. It was also doubtful whether "high technology" companies could create jobs.

After a public inquiry the go-ahead and after its initial misgivings Southwark Council has agreed to provide a representative on the park's board of management. Other members will include representatives of the British Technology Group and the Greater London Enterprise Board.

Aim is to speed up flow from academic area to industry

Manchester

PETER MARSH

A SCHEME to set up a science park in Manchester has broken new ground in attracting private-sector involvement in this kind of project.

Although the biggest shareholders in the company set up to run the park are Manchester City Council and Manchester University, four companies own a significant stake in the enterprise.

The four, all with a strong presence in the Manchester area, are Ciba Geigy, Ferranti, Fothergill and Harvey and Granada TV. The companies each own 7.5 per cent of the science park company. The university and the city council share the remaining 70 per cent.

According to Dr Derek Burr, the chief executive of the company running the science park, the main role of the four private groups is in providing general support and not simply that of providing the scheme with cash.

For example, the companies could help out with specific technical problems or provide management expertise to tenants of the park.

Unknown quantity

The firm required to develop the park so far has virtually all come from Manchester City Council some of it in the shape of funds allocated specifically to inner city developments from the Department of the Environment.

Exactly how the science park will operate is still very much an unknown quantity. Dr Burr is not ready to name any tenants, though he says he is talking to a number of prospective companies.

This November the first tenant should move into the accommodation, which provides a total of 24,000 sq ft of space on land in central Manchester close to the site of the university. The land is owned by the city council.

In the initial phase of the scheme, builders are erecting office and laboratory units on just two acres of a 16-acre plot. The rest of the land could be developed in later stages of the project.

Dr Burr expects about four

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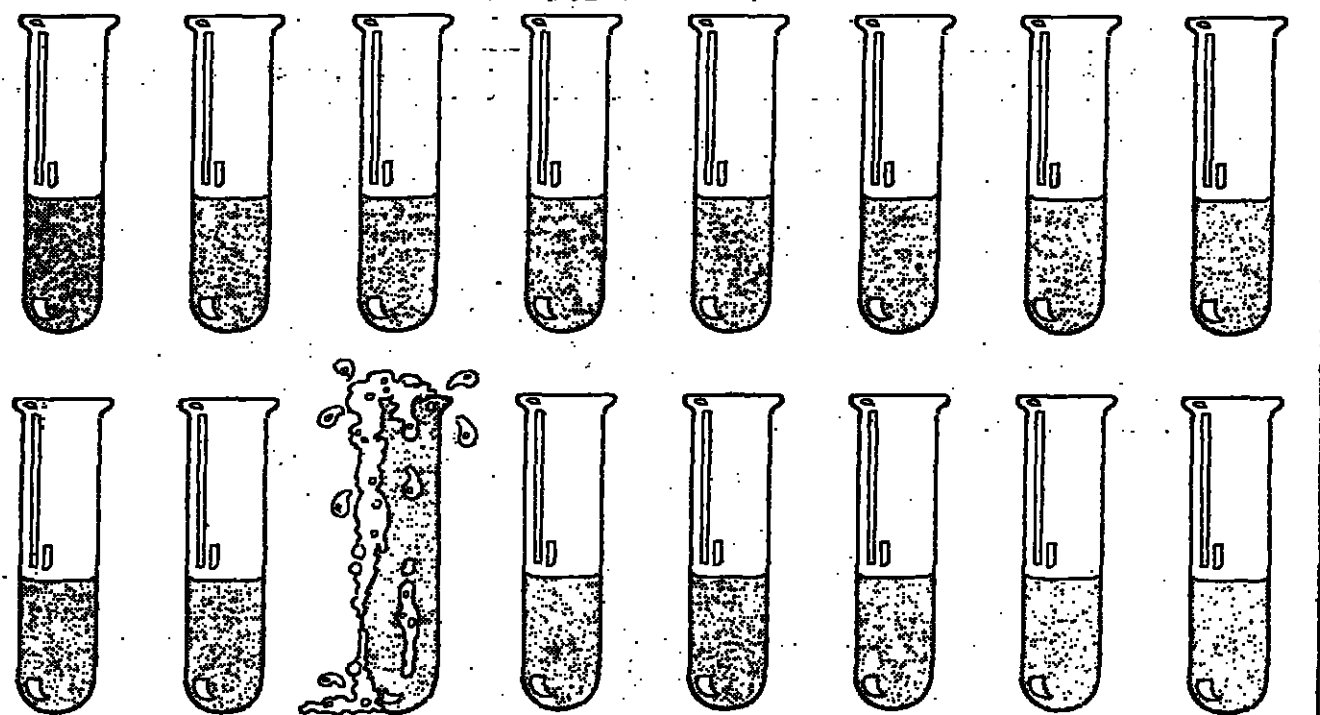
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WEST OF SCOTLAND

SCIENCE PARK

Contact: Dr Colin Bond at 101 Kelvin Campus, West of Scotland Science Park, Glasgow G20 0SR Tel. 041-946 7161.

Lorne Barling looks at other university developments

Contenders set out their stalls

Nottingham

Highfields Science Park is being developed adjacent to Nottingham University on a ten-acre site (with a further 2 acres of university land available) almost entirely by the city council.

The council has spent around £250,000 on the infrastructure and will spend another £1m on the 31,000 sq ft of space now nearing completion. A total of 16 units are available and tenants will preferably form close links with the university. However, this is not a firm requirement.

Contacts: Tony Edwards, Department of Technical Services, Lawrence House, Clarendon St, Nottingham. John Webb, Science Park Liaison Officer, Nottingham University.

Southampton

Development work on the science park has now started on a site at Chilworth Manor, which is about five miles from the campus to the north of the city. It is a university-owned green field site, being developed by Chilworth Centre.

Work on the buildings is expected to start before the end of the year, and three tenants made commitments. Funding is at present under negotiation with the local authority. Work on the site will be research oriented, with some small batch production and development of prototypes.

Contact: Mr John Stuart-Battle, Chilworth Centre, Southampton University, Southampton.

Birmingham

The University of Birmingham has announced plans for an institute of research and development, to be located on a

four-acre site between the campus and the Queen Elizabeth teaching hospital, which is also involved with the research work.

The city council is to fund the infrastructure work and talks with banks are also taking place.

The first buildings are expected to be completed by late 1986, but temporary accommodation on the campus is already being used. The park will feature strong departments of science and engineering, together with important medical research.

Contact: Prof John Samuels, University of Birmingham, PO Box 363, Birmingham 15.

Brunel

The Brunel University science park, planned for an area of the campus at Uxbridge, Middlesex, is in the early stages of development, with its opening planned for the end of next year. However, inquiries from companies have been received and leases are under negotiation.

Discussions on funding are now taking place, and external sources are being sought, but it is planned that the university will build premises and lease them to companies.

Contact: Mr Peter Russell, science park co-ordinator, Brunel University, Uxbridge, Middlesex.

Surrey

A research park is being constructed on the 70-acre Manor Farm site owned by Surrey University at Guildford. The first contracts have been let and work is due to start in the near future.

Two companies have given details of plans to build premises on the site, and overall funding will be mainly through companies themselves, although the scheme is also supported by the university, which has strong science and engineering departments.

Contact: Dr Malcolm Parry, Surrey Research Park, Manor Farm, Guildford.

Loughborough

Loughborough Technology Centre has been built on the Leicestershire campus of Loughborough University of Technology, the College of Art and Design and the Technical College. It provides 25,000 sq ft of space on two floors.

The building was completed in April this year and a total of ten companies have taken space; each having first to demonstrate that it would make use of the academic or physical resources on site.

Loughborough is known as a major centre of excellence in a range of technologies, and the centre has been funded by the county council.

Contact: Mr R. D. Say or Mrs E. Carter, County Hall, Leicester. Tel No Leicester 871313, ext 7251.

Swansea

A regional innovation centre is planned for the University College of Swansea, covering the relatively small area of one-third of an acre on the Singleton Park site, adjacent to engineering buildings.

A 30,000 sq ft building has been funded by the Welsh Development Agency and tenants will be expected to be closely integrated with the work of the

university departments. The Biotechnology Centre of Wales, a building, strengths of the university include biotechnology, chemical and bio-chemical engineering and micro-electronics.

Contact: Dr Gwynn Morris, Industrial Liaison Office, Applied Science Building, University College of Swansea, Singleton Park, Swansea.

York

The University of York has long-term plans for a science park, which will probably be on 10 acres of its campus, but this will depend on demand.

The park is not expected to begin operating until the late 1980s and no direct action has yet been taken in relation to the planning of the project. Strengths of the university include electronics, biology and computer software.

Contact: Mr Frank Unsworth, Director of External Relations, University of York.

Keele

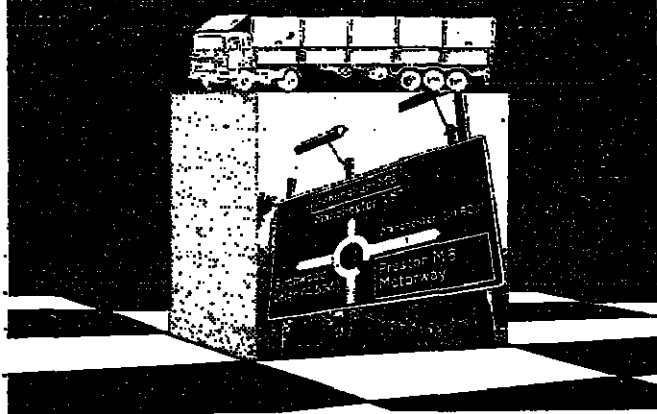
The University of Keele is developing a science park on 19 acres of land on its own campus, and intends to have the first buildings complete by Easter next year. Close links with the university are envisaged for tenant companies.

A limited company, Keele Science Park, has been formed to operate the park, and funds are being sought from banks and other institutions. Keele covers a wide range of subjects, and imposes broad disciplines, which are thought to be an advantage to industry.

Contact: Dr Hugh Roberts, Industrial Liaison Officer, University of Keele, Keele, Staffs.

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For details contact:

David Rowe, Director, University of Warwick Science Park Ltd., Barclays Venture Centre, University of Warwick Science Park, Coventry CV4 7EZ. Telephone (0203) 418535. Telex 31406.



The University of Warwick Science Park is jointly sponsored by the University of Warwick, Coventry City Council, West Midlands County Council and Warwickshire County Council.

Trinity's faith rewarded by rapid growth

Cambridge
ANTHONY MORETON

IT IS NOW 11 years since Laser-Scan Laboratories moved in to the Cambridge Science Park, the first company to do so.

Founded four years earlier by three researchers from the Cavendish Physics Laboratory in Cambridge to make systems using computer-controlled laser deflection techniques, the company could have been excused if it felt lonely on the site at first even though it is only two miles from the centre of Cambridge and Trinity College, or whose land the park has been developed and to whom much of the credit for its success

must go.

However, within a year it was joined by LKB Biochrom and in 1979 Cambridge Communications and Goodfellow Metals arrived. Even so, by the end of the 1970s there were still only 13 in situ but if they ever questioned the wisdom of the move Trinity itself never did.

Dr John Bradfield, senior bursar of the college, and the man to whom everyone on the park without exception attributes its success, says: "We always had faith that the park would succeed and this year that faith has been amply rewarded."

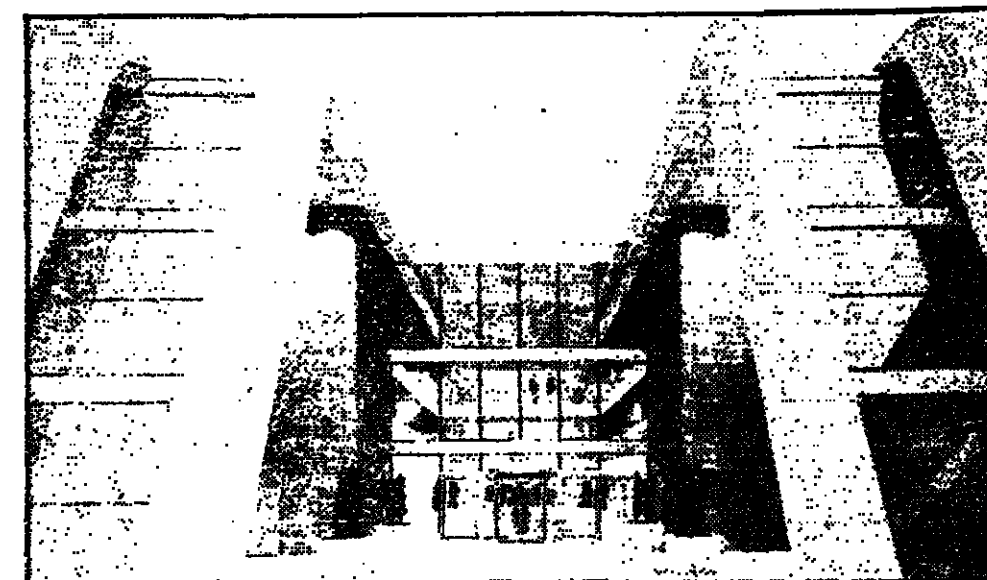
So far this year 16 companies have moved to the park, taking the total to 39. With the opening of the Trinity Centre a week ago one of the original aims of the founders, that there should be a common room for a meeting place for those working on the park, has come to fruition.

Meeting rooms

The centre is particularly important for the smaller company, which might not have the space to hold meetings with outside visitors. In addition to its common room and bar, appropriately named Henry's after Henry VIII, Trinity's founder, there are two meeting rooms, Newton and Rutherford, named after two famous sons of the college from very different eras.

Both Laser-Scan and LKB have grown strongly since their arrival. Laser-Scan now employs 67 and LKB 94. Both are dwarfed in numbers and space occupied by Napp Laboratories, British affiliate of an American concern, which produces ethical pharmaceuticals.

Napp, set up by two brothers, Dr Raymond and Mortimer Sackler, in the U.S. 30 years ago



Front entrance to Napp Laboratories on the Cambridge Science Park

took the whole of the 28 acres of the second phase of development of the park, and so on its own occupies a space equal to that provided by perhaps half-a-dozen science parks founded by other British universities.

Housed in what must be the most imaginatively and attractively designed industrial building in Britain, costing £20m to put up, Napp now employs 250 on the site, which it expects to increase to 300 by the end of the year, and another 100 outside Cambridge.

Phase 1 of the park was completed by November, 1982, and has been filled. With Napp occupying Phase II much progress has been made in filling the 26 acres of Phase III. ICFP has put up 17 starter units, all of which have been spoken for, and such is the explosive growth that the park is experiencing that work is starting on six more starter units, three of which are also committed.

Firm agreements

With few vacant sites on Phase III Trinity received planning permission for development on the 28 acres of Phase IV in June and if (or when) this is filled it still has further

land in reserve for additional expansion.

The importance of the Cambridge Science Park is that it can cater for the small as well as the larger company. Trinity's £5m investment has been put into units from as small as 800 sq. ft.

Rhombus Systems, founded this year, has a staff of just two and while it is hoped that companies will grow and move to larger premises as Laser-Scan itself did, some remain small. Cambridge Micro Computers, which moved into the park in 1979, remains micro, with a staff of seven.

Internationally, the park has attracted 11 companies with overseas parentage and, because of the strength in numbers of Napp, these account for 41 per cent of the 1,316 employees in the park and 48 per cent of the 370,000 sq. ft. of space let.

Broken down by product type, the largest group — 13 — is in what Dr Bradfield describes as "other electronic engineering". There are 10 computer hardware and software concerns and nine in the biochemical and medical field.

The park has also attracted six service companies, such as Gill Jennings and Every, a firm

of chartered patent agents and European patent attorneys, and IBM's Academic Systems Marketing, which came to the park specifically to liaise with the university computing service. Trinity is actually stepping up its commitment towards the park as the development continues. Last year it put up £20,000 to fund part of the salaries of three people who would work part-time in the university and part-time in companies.

The three are with Cambridge Consultants, working on robotics, Cambridge Life Sciences, working on biosensors, and Cambridge Robotics, working on means of improving manufacturing data bases.

The college is now to devote another £50,000 a year for six years towards the employment of half-a-dozen or so researchers. It is hoped that a start might be made in the academic year just about to start.

"The concept of the Cambridge Science Park is becoming ever more exciting as the number and variety of occupiers grows and its original aims are being realised," Dr Bradfield says, with no little understatement.

Co-operation plays a key role

The users

ANTHONY MORETON

"THE DECISION to come to the Cambridge Science Park has fulfilled all our requirements. We could not have found a better site in a better part of the country to suit our needs. The quality of the staff is excellent and it goes without saying that the quality of the university is as good as you can get anywhere."

So said Mr Paul Manners, managing director of the Napp Pharmaceuticals Group, commenting on the decision of the company to relocate from scattered sites in Aberdeen, West Drax and Watford onto the Cambridge Science park.

Napp, with 250 workers on the park and a further 50 to come in an expansion programme, is by far the largest company in terms of employees on any British science park.

Mr Manners finds there is a lot of co-operation among the companies on the park. "We circulate a list of equipment we have and we get information from others, so that we can interchange."

Devices sold

"There is also close involvement with the university. We invited a number of professors in our field to come and see us and as a result we have had tremendous co-operation with their departments."

"We have three firm agreements with university departments to work together and these have proved to me that neither the university nor the academics see industry as a dirty place, a place to be avoided."

"As a result of this co-operation we are funding a research student in one department. It is very rewarding being here, very constructive indeed."

Mr Manners' comments are echoed by other companies on other science parks. Industrialists on several science parks had nothing but praise for the way in which university people co-operated with them and made facilities within the university available.

Not one regretted the move onto a science park even though the cost involved, in renting new premises for instance, was usually considerably higher than in the previous location.

At Warwick, for instance, Mr Ian Smith, of Warwick Computer Systems, said he hoped to get even closer to the engineering department. "I am more than pleased we have come to this site. People like working here and we have had a lot of help from the university, much more than I thought we would get when we first came."

Next door, Mr Peter Starmer, director of Automatix, an American-based robotic systems company, commented that one of the attractions had been the flexibility of the park. "We could get starter leases which did not hold us down to the standard 25 years or whatever that commercial companies insist on,



English Estates' high technology units at Listerhills, Bradford University, where the first phase of 42,000 sq ft is now fully let or reserved



Mr Paul Manners, managing director of Napp Laboratories: the largest company on any US science park

with their break clauses, repairing leases and all that."

"Here, if we had wanted it, we could have come on a monthly tenancy and traded up at a convenient time."

"Coming here has worked beyond our expectations. Furthermore, it motivates us seeing the place expand and other companies, with which we can exchange ideas, come in."

"When we first came we found we wanted a particular conveyor belt. To have designed it and got it made in industry would have taken months, but the university produced it for us in 10 days. I think that shows the sort of commitment the university has to us and the close co-operation between us."

Further north, the reaction was equally enthusiastic. Mr David Burland, of Bradford University Software Services, on the Listerhills high technology development at Bradford, found the university's attitude "first rate."

Mr Frank Jones, of Business Information Techniques, an

"intelligent" office information systems company, commented there was "no thought originally of coming to a science park. We had been thinking of expansion because we were in the Wool Exchange and that was not suitable for the work we do."

"We are a high security company, working on government jobs, and would not have been able to continue with that work without a building that offered us that security. This building is excellent."

Mr Chris Stephenson, of Syntech, admitted that "coming was a gamble. We could not really afford it and we have not really built up any relations with the university. As a consultancy we have to be, in a way, a step ahead of the university. There tends to be no leading edge in our area and it is a problem that we cannot use the university."

"One of our clients, however, said that the science park presented the sort of image they expected in their consultants and I doubt if we would have kept the contract with them had we not moved here. The pleasant environment is right and we can attract the right staff to it."

Over at Hull University, on the Newlands Centre, two academics, Dr Eric Thomas and Professor John Bryant, set up Laser Monitoring Systems because of the lack of money for their research within the university.

"We started selling some of the devices which are made and Newlands made great sense," Dr Thomas says. "We now have two full-time staff and six part-time, but we envisage having 10 to 12 full-timers within three years. This is one way of keeping important work going in this country."

The last word must go to Alastair Graham Bryce, of Inbucon, at Warwick. "There is spectacular knowledge in depth in a university and we have made use of it, especially

in engineering. But links between the two sides will not just happen. "Positive effort has to be made because we operate in different ways. There is real synergy between the two sides and with the right attitude there can be enormous benefits from setting up and from operating on a science park."

Winning concept reaches maturity

TWO YOUNG graduates by the names of Hewlett and Packard, whose company bearing their combined names is now world famous, started the whole science park movement in the Fifties when they began manufacturing on the Stanford University campus in California. American universities quickly took up the idea and within 20 years there were science parks associated with nearly 100 universities as well as a lot of high-technology parks elsewhere.

American experience quickly showed that science parks by themselves provide no guarantee of success for occupants. A lot of brilliant ideas allied to a lot of brilliant young men do not necessarily lead to a lot of brilliant companies.

For every Hewlett Packard there are failures, some

United States

ANTHONY MORETON

because the processes being developed never really leave the drawing board, some because the finance is not right, others because the originators cannot manage.

At the big Stanford Park, for instance, which covers 600 acres (a size almost as large as the city of London), the number of companies is now thought to be around 50—well below the peak of 85—and the park is considered to have "matured."

The effect of the park has been to spawn an enormous interest in high technology companies all the way down to San Jose as well as to attract major names such as Kodak and the American General Electric Company.

If Stanford has "matured" it is equally true that there has been a recent resurgence in science parks in the U.S. Stimulated by democratic thinking on the role of industry a lot of states have formulated their own industrial policies which have included a slot for science park developments.

American state universities, such as Ohio, Maryland and Wisconsin, have the money to undertake these developments and the parks have been built with a strong property content, such as shopping malls and plazas, theatres and swimming pools. The universities tend to see such capital investments very much as a technology-property marriage.

These developments, unlike the earlier waves, are top-down approaches. The first science parks started with entrepreneurial academics; they have been replaced by academic bureaucrats who want to create parks. Bureaucrats are today looking for big capital investments on big sites, a different conception to what is happening in the UK.

The science park movement is not limited to the U.S. and the UK. There are considerable developments in Europe, with Holland taking a leading role.

essex industry

<p>Essex Electronics Centre</p>	<p>Industrial & Applied Biology Group</p>
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Long before science parks became fashionable in the UK the University of Essex was working with industry—solving problems, applying new technology, collaborating on long-term research and development. Scientists and engineers in four industrial units concentrate full time on commercial projects. Fields of expertise include electronics and microprocessors, electronic cancellation of motor noise and vibration, lasers, semiconductor, electron microscopy, aerosol science, land reclamation, waste management and gene cloning.

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TECHNOLOGY

COLLABORATION TO SPEED RESEARCH ON GALLIUM ARSENIDE

Deeper glances into the dark crystal

BY DAVID FISHLOCK, SCIENCE EDITOR

THREE British electronics groups are planning a £50m research collaboration to develop integrated circuits made from gallium arsenide.

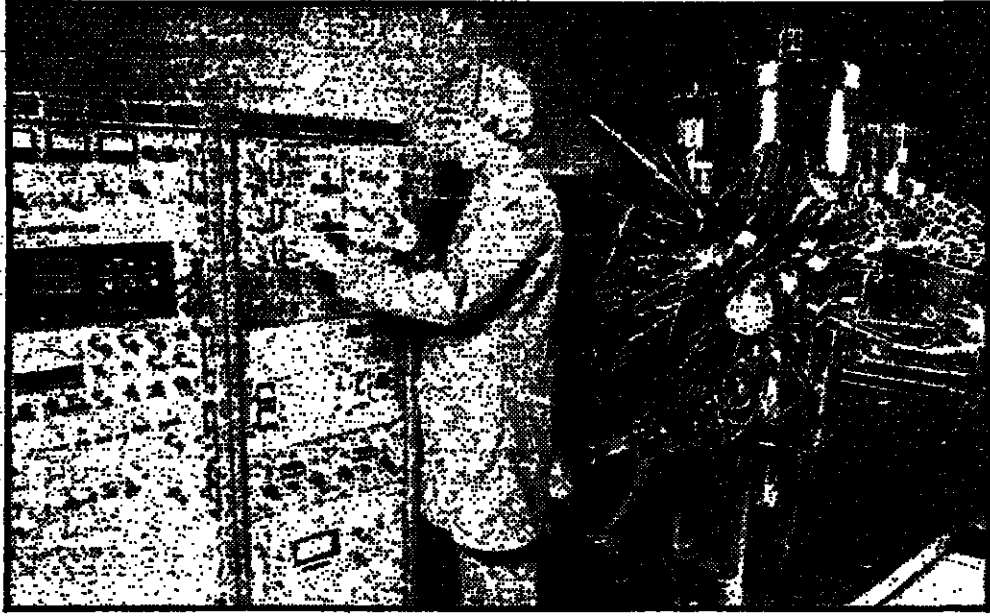
This material will replace silicon for some applications including high speed computers and military equipment. The General Electric Company, Plessey, and Standard Telephones and Cables hope that the research programme will be funded jointly by industry and the Government over the next three to five years.

The idea is to bring British expertise in gallium arsenide technology up to that of Japan and the U.S. These countries have spent heavily on research programmes with announcements of new processes and circuits appearing regularly. Much of the funds have come from Japan's fifth generation project and the U.S. for the development of advanced electronic circuits.

The UK companies believe that they can catch up with Japan and the U.S. Gallium arsenide is not a new material. It was first recognised about 30 years ago that by mixing the elements from group III and group V of the Periodic Table of the 92 elements in nature, compounds with interesting semiconducting properties could be made. Such a compound is gallium arsenide, a fragile metal-like crystal.

But compared with silicon—a single metal-like element—the compound semiconductors of two or more elements proved tricky, intransigent materials to work with. Some are so brittle the crystal must be made under pressure, to prevent it crumbling apart. By the mid-1960s it was clear that silicon was going to dominate the semiconductor industry, the material of the original transistor in 1947, as the "mild steel" of the semiconductor industry. Compound semiconductors might find a niche later, when the scientists knew much more about their idiosyncrasies.

By the mid-1960s, Standard Telecommunications Laboratories at Harlow and Ministry of Defence scientists were beginning to master the properties of gallium arsenide. It looked as if it might be good for frequencies far higher than silicon can handle; a material that might help to bridge electronic and visual technologies—optoelectronics.



Hirst laboratories' molecular beam epitaxy apparatus

The first demonstrations of compound semiconductors were semiconductor lasers and light-emitting diodes, the pinpoints of brilliant light that began to appear on electronic watches in the 1970s.

A lot of the early research on gallium arsenide in Britain was, in fact, done under a collaborative research effort organised by the Ministry of Defence, embracing such centres as the Royal Signals and Radar Establishment, Malvern, and the laboratories of GEC, Marconi, Plessey and STC. Defence interest in gallium arsenide includes its promise for better radars and satellite communications, and its greater "hardness" than silicon to the electromagnetic pulse (EMP) or instantaneous flash of radiation that accompanies a nuclear explosion, which can knock out unprotected electronic circuits.

But opto-electronics, marrying electronic circuits with optical devices—such as glass fibres that carry immense amounts of information, or with inexpensive flat-panel displays, is seen as the future of civil no less than military systems. Long-term, the aim in opto-electronics is to manipulate light electronically—which is a difficult chal-

lenge because photons (light particles) carry no electrical charge.

The kind of frustration that confronts the electronic engineer today is that he can transmit a TV picture as photons down a glass fibre for hundreds of miles, but in order to recreate his picture he must turn photons into electrons, manipulate them electronically, then turn them back into photons so that we can see the picture.

Novel opto-electronic materials will eventually provide the answer. Gallium arsenide, operating at much higher frequencies than silicon—up to optical frequencies, in fact—helps to bridge the gap to yet undiscovered materials of the future.

Britain fumbled its chances to take a major initiative in silicon technology in the 1970s, of the kind that has given the Japanese a clear lead in mass-production of very big chips such as 256k Rams, says Dr Danny McCaughan, assistant director responsible for GEC's new £3m research facility for gallium arsenide at Wembley.

Prof Derek Roberts, GEC's technical director, admits that GEC itself has failed with two attempts at bilateral industrial collaboration in semiconductors.

The first, in the 1950s, was with Mullard in a joint venture called Associated Semiconductors. It broke up in the 1960s, with most of the talent heading for Mullard and Philips. The second, just before Prof Roberts' arrival at GEC, was the abortive joint venture with Fairchild, which ended when Fairchild itself was bought by a group that wanted no link with GEC.

But in Marconi Electronic Devices Ltd (MEDL), he claims, GEC today has a semiconductor operation which, if small by international standards, is one of the fastest-growing. MEDL and English Electric Valve will be the recipients of GEC's gallium arsenide research.

The scientist himself is learning to use new tools such as molecular beam epitaxy, with which he can create, atom-by-atom, novel materials with remarkable properties, by laying down sandwiches of different semiconductors in layers only a few atoms thick. The technique is revealing a new kind of physics, they say.

From this new physics they hope may emerge those elusive opto-electronic materials which will allow them to manipulate light as easily as silicon chips can manipulate electrons.

Terminals

Portable and compatible

A MIDLANDS based computer company has launched a range of portable terminals which are compatible with the IBM 3270 range of terminals. Informer Computer Terminals weighing 14 lbs which are compatible with both IBM and Digital Equipment ranges.

The latest machines have a 9 inch screen, detachable drop down keyboard and the option to include a modem for communications down the telephone line. More details from the company in Birmingham on 021 455 6666.

Datacomms

Satellite network

THE FEDERAL Express Corporation in the U.S. is to build a satellite based data communications network for its ZapMail document transmission and electronic mail service. The first phase of the satellite network will be operating by July next year.

It will be constructed by Harris Corporation of Melbourne, Florida and Tandem Computers in Cupertino, California. The satellite network will replace terrestrial circuits between 16 U.S. cities.

Peripherals

High speed line printer

MANNESSMANN Tally has produced a line printer for high speed continuous operation. The MT600 can produce high quality word processing text business graphics, linear charts, logos and special symbols as well as bargraphs.

It prints at a speed of 600 lines a minute and has a 96 character set. The MT600 costs \$6,000 and more details are available from Manne- mann Tally in Wokingham, Berkshire on 0734 788711.

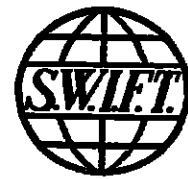
ELECTRONIC BANKING

Swift moves to decentralisation

BY SIOBHAN HANEY IN BARCELONA

NEW TECHNOLOGY for Swift, the bank's 11-year-old, world-wide messaging system, is expected to be phased in progressively between 1985 and 1987.

The existing system is "old technology" centralised and using "store and forward" techniques. It is now close to capacity at 500,000 financial transactions every day. Swift II will be based on a decentralised network architecture. It will use a transaction processing approach enabling the member and user banks to incorporate a variety of processing and application functions for national or regional services, provide greater flexibility in bank processing operations and substantially increase overall systems capacity.



The likely shape of the new Swift emerged last month at the organisation's seventh annual Sibos conference, held in Barcelona, Spain.

Among other hot issues were the question of whether "non-bank" financial institutions should be allowed on the network with new services for users.

The structure of Swift II calls for at least two system control centres which will perform overall control and monitoring functions for the system, provide archiving and interface support to member banks. Transaction processing computers responsible for the validation, queuing and storage of incoming transactions prior to initiating delivery through the system, will be located where convenient in the network.

SWIFT's 1,200 member banks in 15 countries will be interconnected through two network levels: using leased lines and public networks. Transmission speeds will be from 9,600 bits a second upwards.

For some time the issue of allowing non-bank financial institutions onto SWIFT has been controversial. Last April, the members of SWIFT voted

against the participation of stockbrokers. Discussions are, however, expected to start again soon.

The banks accept that allowing other financial institutions onto the network could make for quicker, more efficient services for the customer as the line separating banks and non-banks becomes less defined, but they are worried that the non-banks may end up running SWIFT to their own advantage. There is nothing to stop the non-banks establishing their own, comparable network—but the investment required would be very large.

CEDEL (an international clearing system for securities designed to provide a solution to Eurobond settlement problems which evolved in the 1960s) was allowed onto SWIFT in 1981 and Euroclear (a comparable international securities clearing system) in 1982. The idea was to extend activity in the securities transactions sector. To assist further integration of these two systems, SWIFT has announced 15 new message types for securities.

SWIFT competes directly in interbank communications with third party networks such as those managed by the computer services firms Geisec and ADP which many banks use for cash management services.



Suggestions that SWIFT should allow these systems to interface with its own network seem unlikely to be taken up although many bankers seem to be in favour. Mr Geoffrey Jones, manager for electronic banking at Midland Bank told the conference: "The use of SWIFT to deliver messages directly to the third party cash management services supplier instead of delivering to another bank which would then have to re-input the data, is a golden opportunity to keep costs down, thereby helping to keep up the rate of return that can be earned and helping to promote a healthy market."

Surveying

Distance meter

A COMPACT and "intelligent" distance measuring meter for surveyors has been introduced by Geotronics (UK) of Huntingdon, Cambridgeshire.

Called Micro EDM, the new system measures only 175 x 90 x 110 mm and weighs 1.3kg. It has a built-in micro-computer which works out and displays measurement results in fractions of a second. The computation of horizontal distance, arithmetic average and other surveying activities is automatic and does not involve a keyboard. Hundreds of values from a day's field work can be entered and stored.

The infrared beam used to make the measurements can also be employed as a carrier for speech transmission between the instrument and the measured position, with a range of up to 1,600 metres. More on 0487 842282.

Computing

Share registration

RIZ Computer Services is offering an on-line share registration system which could be of interest to companies with a register of 30,000 accounts or more, and to firms specialising in share registration.

Developed for use on the Digital Equipment FDF-11 minicomputers, the system allows users to define the parameters of every single register held. Registers of companies with very different share profiles can co-exist independently and be processed on the same computer.

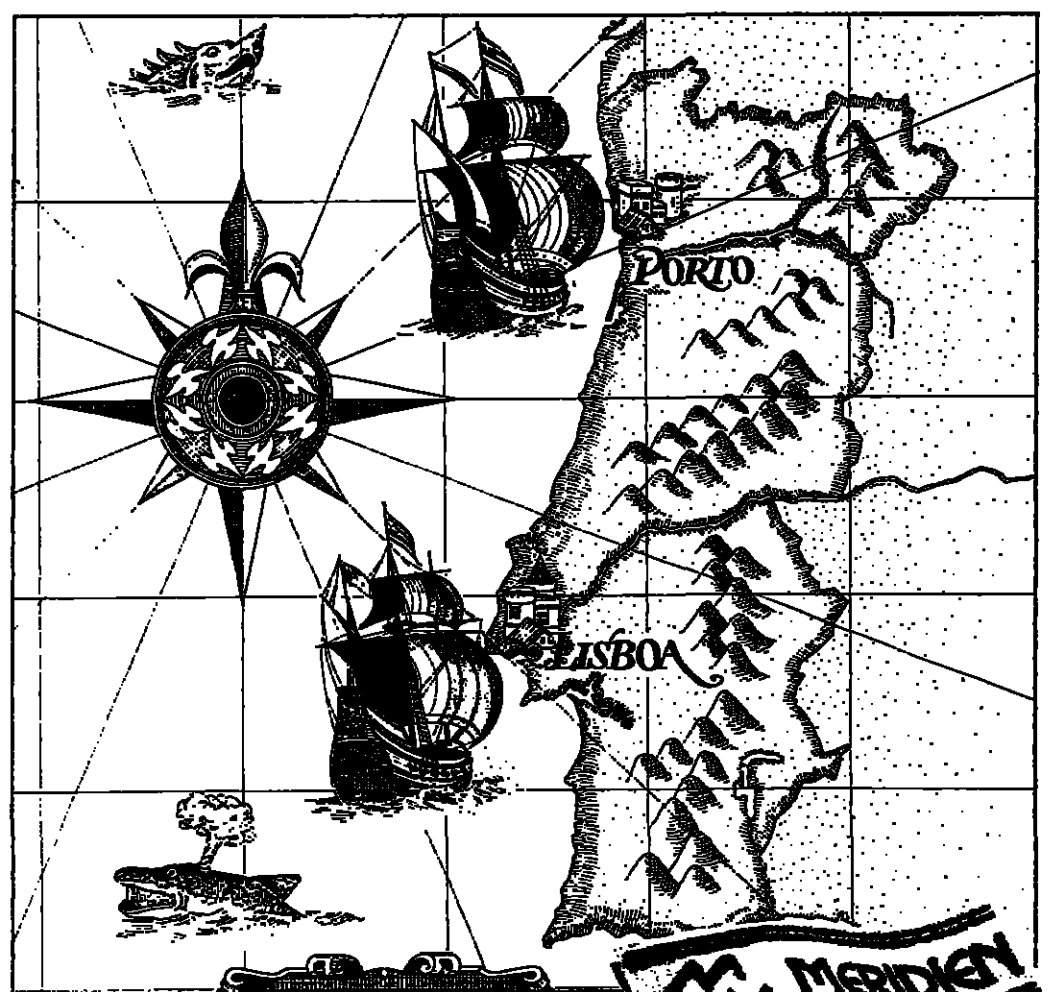
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THE MANAGEMENT PAGE

Milk: the dilemma of new ground rules

Andrew Gowers explains why the MMB must re-think its strategy

"THIS IS the first time since anyone can remember that we face contraction." With those words, a senior executive with the Milk Marketing Board sums up the traumatic changes confronting the English and Welsh dairy monopoly as a result of EEC milk production curbs.

The quota controls introduced in April, under which Britain must cut back overall milk output this marketing year by 61 per cent, do not signify just a momentary setback for the Board, they amount to a reversal of the whole philosophy on which it has based its development over the past half-century.

In particular, they cast a cruel light on the other big milestones in the Board's recent history, its acquisition of 16 butter- and cheese-making creameries from Unigate in 1979 and its subsequent investment of tens of millions of pounds in modernising their antiquated plant.

Ever since it was created in 1933, and particularly since Britain's entry to the European Community in 1973 began to close off the country's traditional external sources of cheap dairy products—such as Australia, New Zealand, Poland and Finland—the MMB has been making strenuous efforts to boost domestic output of milk.

As consumption of the basic product—known to those in the industry, somewhat tautologically, as "liquid milk"—has been declining at an annual rate of about 2 per cent for the past 10 years, that meant simultaneously finding or creating bulk manufacturing outlets.

The Board had no need to worry then about finding a market for its mass-produced butter and skimmed milk powder; the EEC was obliged to purchase surplus to market requirements—known as buying into intervention—creating in the process the notorious butter mountain.

Between 1974 and 1983, total sales of milk from farms in England and Wales rose by nearly 23 per cent, from just over 11bn litres to 13.66bn. In the same period, the proportion of total output which has gone to creameries to manufacture products has risen from 38 per cent to 55.

In a sense, the need to find

outlets for an ever-increasing supply of milk has been an albatross around the Milk Board's neck. At no time was this more true than in the late 1970s, when Unigate—hitherto one of the MMB's main customers—decided to get out of the unprofitable business of manufacturing dairy products in bulk.

Either a buyer would be found for its creameries or the company would simply be forced to close them. The prospect that so large a part of its market might vanish overnight was truly terrifying for the MMB. So swallowing its reservations, the Board stumped up £55m for the 16 factories and embarked on a £100m-plus programme to make them more efficient.

After all, you have to convert all that milk into something, as one Board employee puts it. The purchase and subsequent spending seemed to make reasonable sense while milk production was booming.

With the imposition of production quotas, aimed precisely at reducing the costs of the Community's butter mountain, that logic looks a lot more questionable.

Borne the brunt

As the Board's first priority remains supplying the large and lucrative liquid milk market, the creameries have borne the brunt of the quota cutbacks. Dairy Crest, the Board's manufacturing arm, now finds that it simply cannot get hold of enough milk to keep its total of 30 creameries operating at full tilt.

In July, for example, the supply of milk for manufacture was more than 25 per cent down on the same month last year. As a result, Dairy Crest is mothballing old capacity and seeking to shed more than 400 permanent and temporary workers, the unions, which are fighting the prospect of compulsory redundancies, fear more jobs may have to be axed later.

Michael Bessey, Dairy Crest's managing director, is putting a brave face on the changes brought about by quotas. "We've had to spend a lot of time and capital on production-led growth

up to now," he says. "We've been driven by the feeling that there's a tide of milk we've got to dispose of somewhere. Now we can concentrate on more conventional profit criteria."

From the point of view of his colleagues in the board itself, things don't look quite that simple. For one thing, the cut in milk production has meant a sharp increase in unit costs.

The cost of milk collection from farms, the MMB's largest bill at about £88m this year, is unlikely to drop with the fall in milk output, and as a result transport costs per litre will jump.

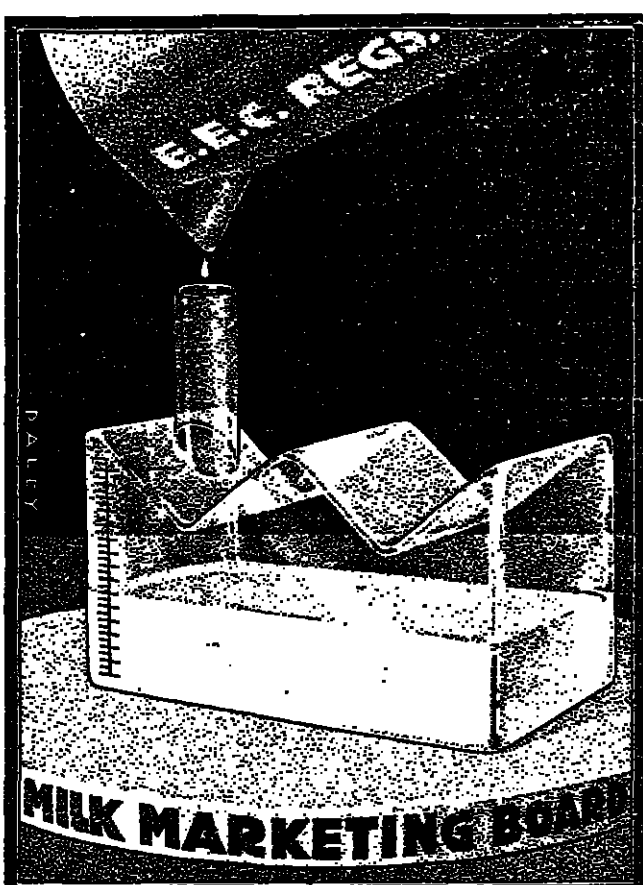
The scope for cost-cutting in such an operation is strictly limited. So the squeeze on margins caused by the milk production cuts is forcing the board to look with new urgency for ways of boosting its revenue. In the process, according to Delta O'Connell, the board's newly appointed general manager of milk marketing, it may be evolving into more of a marketing organisation in the strict sense of the phrase.

The board's main priority in the long term must be to reduce its dependence on the bottom end of the dairy market, bulk butter and low-quality Cheddar cheese, and concentrate on higher added-value products.

Dairy Crest's much-heralded Lymeswold cheese was one symptom of this phenomenon; other new items including a Camembert-like cheese and a soft butter product are in the pipeline for a national launch, and the board is also trying to whip up enthusiasm for independently-produced foods which use a lot of milk, such as full-cream ice-cream.

Whether it succeeds depends on a whole host of imponderables, not least of which is the growing public awareness of issues relating to food and health. Mounting concern over heart disease was among the reasons for a 39 per cent drop in UK per capita butter consumption between 1970 and 1982.

If large numbers of consumers turn away from dairy products in general—cited in a recent Government-sponsored report on fat in food—the industry will have little hope of halting the decline initiated by milk quotas.



The MMB and the EEC

THE UK's five milk marketing boards are organisations unique in Europe, and the (the others are Northern Ireland and three for Scotland) is the most peculiar of them all.

Where most other EEC countries organise their dairy farmers into co-operatives that are voluntary at least in name, the Board is statutory and all 30,000 dairy producers in England and Wales have to belong.

It is run by an elected board of 18 members, including 15 farmers, employing a total staff of around 13,000, and has a near-complete monopoly over the channeling of milk from producers.

The MMB's peculiarity lies in the fact that the European Community does not usually allow the existence of such "national" organisations. And despite a special EEC dispensation, awarded at British insistence in 1978, the Board has long been the object of deep suspicion in Brussels and some other Common Market capitals for its monopoly status.

For example, the board has always obtained a much higher price for liquid milk than for sales to creameries for manufacture, reflecting the British farmer's traditional reliance on the liquid milk market for the bulk of his income. This has led to allegations that the MMB unfairly subsidises the manufacture of butter and cheese in the UK by pricing its milk too low.

In particular, the board has come under fire for discriminating in price between sales of milk for intervention butter and packet butter. Under heavy pressure from the UK Government, it ended this practice earlier this year, but as things stand it is still the object of litigation in the European Court.

In the 1983-84 marketing year, more than one third of all milk produced in England and Wales was handled by the board's own creameries and dairies.

This gives the organisation two conflicting interests: as the representative of producers, it must seek the best possible return for their milk; as a major manufacturer of cheese and butter, it must try and obtain milk at the lowest possible price.

Shopping malls

Hyper-active in the U.S.

THE BRAZEN, 1950s-style, electric signs advertising the covered shopping centre and its stores have gone. The glazed, multi-coloured tiles on the exterior—making it look like a gigantic, garish, public lavatory—have also been replaced. Shepherd Mall, Oklahoma City (a 622,000 sq ft, single-storey, suburban U.S. shopping centre) has undergone a major \$3.5m facelift since it was acquired by North American Property Unit Trust, a London-based real estate group which invests on behalf of British pension funds.

Management of the mall, however, has remained strictly North American in attitude; the group display, determined and lively approach when it comes to persuading tenants to live up to the standard it has set for itself.

Shopping complexes in the U.S. are more actively managed than their counterparts in the U.K. Landlords expect retailers to shape-up or ship-out. At Shepherd, for example, shops which fail to follow management policies on design, or do not generate sufficient sales to justify their position in the mall, can expect to be offered cash to leave their premises early. Other stores will not have their leases renewed.

Some leases have been bought back at Shepherd simply in order to introduce different types of businesses which, the managers believe would give a better balance to the overall profile of the mall. In other instances management has paid cash to help tenants redesign their shopfronts to help improve the look of the complex and bring new business into the centre.

Retailers leasing space in U.S. shopping centres make sizeable contributions towards advertising campaigns and promotions. Stores at Shepherd Mall are expected to pay at least 50 to 60 cents each year for each sq ft they occupy, the money going into a central promotional budget. Landlords contribute 25 cents for every dollar raised by their tenants.

A percentage of sales must also be spent on local advertising—5 per cent annually for those taking on new leases at the centre.

Similar examples of shopping centre management can be found in Britain. Landlords' attitudes have sharpened, particularly as competition between various suburban and out-of-town centres has increased—and as some of the first genera-

tion complexes, built in the early 1960s, start to age and need renewing.

Generally, however, shopping centre management is far more intensive in the U.S. than in Britain.

John Newman, general manager of North American Property Unit Trust, explains: "The structure and regulations governing the U.S. retail property market give landlords much more incentive to manage their properties more actively."

A typical U.S. lease might run for 10 years with a landlord receiving a minimum rent based on the size of the store and a percentage of the retailer's annual sales.

Percentages vary; a costume jeweller selling low price high-margin products might pay between 8 to 10 per cent of sales, whereas a supermarket selling high volumes at low margins might only pay between 1 and 2 per cent of sales.

At Shepherd, approaching a third of total rental (excluding service payments) is generated by percentage rents.

Percentage rents

In the UK, however, no allowance is usually made for the landlord to share in the financial success, or otherwise, of a tenant's business. In a landlord/tenant structure where shop leases typically run for 21 years with a standard five year review, percentage rents have not proved popular and have only been introduced in a few cases.

Dan Smalley, senior vice president of Schroder Real Estate who is responsible for the management of all U.S. shopping malls for Schroder clients, says: "When we acquired Shepherd in March 1978, there were just four eating places in the whole complex. We embarked on a deliberate policy to increase this number and give customers a wider choice. By September 1983 we had ten restaurants and fast food centres."

In another instance Shepherd paid the owners of Riverboat, a 4,200 sq ft women's fashion store, \$12,000 for a lease which had two years to run.

"We subsequently divided the store," Smalley recalls, "to provide an 1,800 sq ft unit for General Nutrition, a health food shop. The remainder of the

space was used to expand the existing Miller's sporting goods shop. After the division we obtained a total average rent of around \$11 a sq ft compared with the \$4.50 a sq ft Riverboat had paid."

There are a number of important differences between British and U.S. malls. Land is more readily available in the U.S. and centres on the whole are larger, and more sprawling; they are therefore often less crowded and uncomfortable for shoppers. Car parking is less of a problem.

Shepherd has room for 4,000 cars all at ground level which equates to just over six car parking spaces for every 1,000 sq ft of retail space, a staggering ratio by British standards.

Availability of land, for instance, means prestige malls like Prestonwood in North Dallas can afford to give over space to an indoor skating rink to attract whole families into the centre.

Colin Kerr, senior partner at Edward Erdman, the London-based international estate agents and chartered surveyors, says: "There are a number of factors which explain why U.S. shopping centres generally tend to be better managed than their British counterparts."

"Attitudes towards training are more positive in the U.S. where degree courses are offered in shopping centre management. The U.S. also maintains a thriving association of shopping centre managers, publishing regular articles and keeping its membership in touch with new marketing campaigns and management techniques."

Britain, by comparison, offers no similar training scheme while it is only recently that a British chapter of the International Council of Shopping Centres has started. He also notes that competition between centres and other types of retailing is more intense in the U.S. More realistic planning attitudes in the UK have limited the number of new retailing developments competing against each other.

Kerr does feel, though, that attitudes are gradually changing and that "landlords are beginning to realise that they have to manage more actively if they are not to suffer when the centres face competition from newer schemes."

Andrew Taylor

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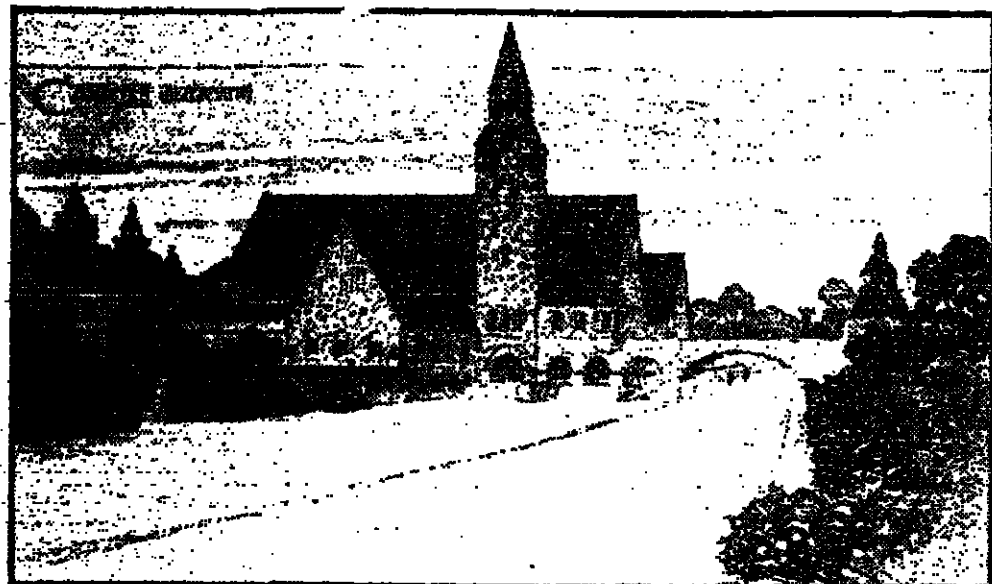
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WORTH

THE ARTS

Architecture Colin Amery

A land of giants



Eiel Saarinen's design for the Finnish National Museum, Helsinki, heralded a return to romantic nationalism

Finland is a land for architectural enthusiasts. It is a country where both the architects and the general public respond to the whole idea of good architecture with powerful enthusiasm. Perhaps this is because the country is relatively young and has had to fight for its survival. Perhaps that long border with a darker country has intensified the brilliant nationalist moments that still occur in the narrow constructions.

Finland should be in the forefront of architectural interest at the moment because of three exhibitions that run until, at least October 14, all designed to commemorate the great hero of Finnish and Western modern architecture, Eiel Saarinen (1873-1950). Two are at the Museum of Finnish Architecture in Helsinki and while there is also material about Saarinen's interior design at Helsinki it can be supplemented by the displays at Hvittrask, the architect's home and studio outside the city.

Saarinen is a giant among architects. In Helsinki today a glance at the railway station built as part of the great romantic revival of Finnish nationalism between 1907-1914, reveals all his genius. While he was under the same influences as the Vienna Secessionists his work has a more masculine power and more passion than the work of Otto Wagner. The huge stone arched entrance to the station flanked by pairs of giant building globes of light is like the way into a railway that must lead to Valhalla.

The great joy of seeing Saarinen's work in Helsinki is that it can be seen in contrast to the earlier work of the Neo-Classical centre of the city which is like a microcosm of Leaning Tower in Finnish soil by the country's Russian masters.

The major exhibition is chronologically the second one. It is entitled *Saarinen in America, Design in America The Cranbrook Vision 1925-1950*. It started its life in Detroit then New York's Metropolitan Museum and was destined to come to the Victoria and Albert Museum. I think

it is particularly sad that this arrangement was cancelled due to lack of funds because it has deprived London of a chance to see the important seeds of modern architecture which were planted and nurtured in Finland and then transplanted to America where they flourished until the late 1950s. Saarinen was placed second in the competition to design the Chicago Tribune Tower in 1922. His design was much admired and he left Finland in 1925 to take up the offer to start the Cranbrook Academy of Art near Detroit. This school was one of the few to teach modern design in the U.S. and it followed the principles of the Weimer Werkstatte in Austria and the Bauhaus in Germany. It believed strongly in the relationship between the fine and the applied arts.

It is a magnificent display of several rich talents that Saarinen encouraged. It would not be right to say that they produced a style, but they did gather together an approach to design that resulted in an artistic serenity. Saarinen took his wife Loja, his daughter Pipsan and son Eero to Cranbrook where they flourished as textile designer, interior designer and architect respectively.

Other artists lured to Cranbrook included the sculptor Carl Milles, the painter Zoltan Sepeshy, the brilliant weaver Marianne Strengell and a variety of excellent silversmiths and book-binders. These figures have an importance way beyond this exhibition because they represent the important transition between 19th century

arts and the impending modern movement. Architecture at Cranbrook assumed its proper place as a perfect setting for the expression of all the other arts. Saarinen understood this and a visit to his home and studio at Hvittrask outside Helsinki make clear how this vision was formed. Here one has the rare opportunity of comparing the architect's own watercolour perspectives with the reality.

The house is now a museum and although it is evocative and powerfully situated I felt that its restoration needed to be much closer to the original. It would be quite possible accurately to recreate the house and studio in every detail—and it would be a very worthwhile enterprise. It is a house that still evokes the powerful alcho-

holic celebrations that must have taken place there—it must be one of the few houses in the world to provide iron drinkers to his feet. Only if he found it impossible to continue to hold the ring was he considered drunk enough to be taken to bed.

Helsinki, with all the work by Alvar Aalto and the earlier Lars Sonck, is a potent architectural experience. It also has the quite remarkable Finnish Museum of Architecture, which is a rich source of archival pleasure and is housed in a building that is being perfectly restored. It is also a city that is small enough to allow you walk everywhere—so that every architectural experience is immediate and intensely satisfying.

While I was in Helsinki the Secretary of State for the Environment announced his verdict after the public inquiry into the planned extension of the National Gallery. He has rejected the present design with its strange tower and I think that he was quite right to do so. The winning design by architects Ahrends Burton and Koralek has now been so modified that it is unrecognisable as the interesting winning version.

Mr Patrick Jenkin suggests in his letter to the developers that they should ask the same architects to try yet again to produce the sort of design that is acceptable. This is a mistake. Now is the time for all concerned with this ludicrous muddle to admit their folly. It was always a wrongheaded notion to combine any extension to the National Gallery with a developer's office block on the same site. The confused brief and the even more confused competition (which the chairman of the Gallery Trustees described as a farce) has not produced worthy architecture. It is not impossible for the National Gallery to find benefactors for a new wing and a breathing space to allow funds to be organised would be welcomed by everyone. New architects will have to be appointed to the form and the form of competition/selection should be devised.

Phoebe/Holme Pierrepont Hall

Arthur Jacobs

Musical performances in historic houses are now not uncommon as an additional magnet for visitors and their cash, but instrument houses at Holme Pierrepont Hall, a few miles from Nottingham, is surely unique. An annual series of opera productions, staged on a small scale but with great artistic skill, has made a specialty of a genuinely neglected area, English music of the 17th and 18th centuries. This year's offering of Maurice Greene's *Phoebe* may not be ranked as revelatory as that of Pepusch's *The Death of Dido* in 1981 nor as important as last year's revival of the Milton Arms masque of *Comus*, but it gives keen pleasure none the less.

The musical director of the whole enterprise is Peter Holman, who leads in his bewigged instrumentalists and directs the accompaniment from the harpsichord. The stage

director is Jack Edwards, whose gift in reviving the poses and movements of a bygone theatrical age through the medium of today's young singers is quite extraordinary. In *Phoebe* he led us to accept, without giggles or yawns, the machinations and misunderstandings of love and disguise which represent the conventions of "English pastoral"—a genre immortalised by Handel's *Acis and Galatea* and quite worthily essayed by Greene. *Phoebe* was given in concert form in 1755 but has possibly never been staged till now.

Best known (if indeed that is not already an exaggeration) for his church music, Greene shows an unexpected theatrical grasp of pace and character. The *da capo* form, the multiple repetition of words, and the expression of a single mood—these are, of course, conventions which must be taken for

granted. Within them, almost all of *Phoebe* works quite well, with attractive melody.

Brown Mills in the title role, a shepherdess in male disguise, gave a performance of such vivacity and brilliance as almost to carry the work in itself: a delight was the teasing mime when Phoebe assists Celia (Elizabeth Friday) to reject the boorish Linco (Andrew Knight), all effected while she is singing a rapid and difficult song.

Andrew Knight's wide-ranging bass and Michael Chance's admirably clear countertenor were strong assets too. Miss Friday's soprano did not ring so clearly. Peter Holman contributed strong, brisk musical direction, though with one or two heavy touches in recitative. Jack Edwards himself neatly spoke the prologue, and I will add the briefest epilogue: there are further performances next Friday, Saturday and Sunday.

Affair of State/Royal, Northampton

Michael Coveney

For its centenary year world premiere, the *Royal* in Northampton, a Victorian gem now pleasantly and ingeniously incorporated in the new Dergate concert hall development, has uncovered a most trite and uninteresting two-hander by C. J. Walters. It closed on Saturday and begins a tour of the county this week sponsored by East Midlands Arts. Good folk of Bedford and Gullsborough, of Kettering and Market Harborough, you have been warned.

The debilitating weakness of the play is its vague, Ruritanian setting "somewhere in southern Europe" where two foreign secretaries of nations engaged in a border dispute sit down at a table to chew the fat. It so happens Xandro and Diana had been students together in England 17 years previously and had become lovers.

Their diplomatic tiff is thus coloured by romantic associations and indeed the first, seemingly interminable, act of a mere 40 minutes ends with Diana removing her blouse and her eyepatch (she is known as the first one-eyed woman general in the Guinness Book of Records) and seducing her opposite number on the sofa.

This is all a far cry from the stiff formalities at the UN in New York, but then political, let alone dramatic, credibility is hardly the play's strongest suit. Patricia Kneale's gravely voiced Diana with the Dayan (Dyana?) eyepatch is, like Melina Mercouri, a former stage and film actress risen to Ministerial status. She accuses James Kerry as her silver-haired adversary, Xandro, of invading her country in 1967. The subsequent frill details of hostilities suggest a mish-mash of the Six Days War, the Turkish invasion of Cyprus and continuing border skirmishes anywhere in the Far East.

Each minister is unattended by staff; security is apparently non-existent. Bricks are lobbed through the window from a restless crowd outside whose hubbub erupts eventually in renewed conflict back at the border.

Seven months later, Xandro, now blinded in action, hobbies back into the conference room bumping into the furniture, and he and Diana, one good eye between them, continue their low wattage squabbles. Peter Denyer's direction can do nothing to animate the evening which is set on a design of notable ugliness by Sheena O'Rourke: scalloped net curtains, a rickety table and shabby marbled pillars.

King Priam/Canterbury Festival

David Murray

The newly founded Canterbury Festival has been lucky. It is running for three weeks, which is bold for a newcomer, and relying upon the usual safe festival acts from the Ballet Rambert, the Royal Opera House, Theatre to George Melly and Max Wall. Canterbury makes a pretty location, of course, and it now boasts a theatre—the Marlborough—which has been most ingeniously and successfully transformed from its old guise as a cinema and proved to accommodate Kent Opera with perfect comfort. What could not have been foreseen (and wasn't for the townsfolk) was that new Kent version of Tippet's *King Priam* would make the special triumph of the Festival.

Until now the opera has been seen in Britain only in the Royal Opera's fine original production by Sam Wanamaker, in which the epic soul swift, always been secure and the power of the intimate scenes has varied with successive casts. Kent has assembled a strong young cast, but the designs and lighting had to be planned by David Fielding. Kent's *King Priam* for touring through much smaller houses. The big choral interventions, few but vital, have to be achieved by candid amplification from backstage.

It all works superbly. The progress of the opera is swift, sharp and unwavering and the accumulated dramatic force takes the ending to a great height. Fielding's designs are uncalculated: corrugated metal doors slide back to reveal plain

cracked walls, lofty curtained alcoves, or Trojan battlements buttressed against the threatening Greek and the gowns and armour only hint at ancient times. The choice of Nicholas Hytner as producer, perhaps inspired by his harshly brilliant *Mean for the ENO*, was no gamble—he sets the action in stark high relief, without tricks, colouring the characters with vivid touches as economical as those in Tippet's marvellously spare music.

The young Kent Orchestra excels itself under Roger Norrington, who matches his superlative Schütz revivals of the 1960s with this taut and tingling performance. Clean sonorous, rigorous sympathy: dangerous string-ensemble rights—almost cadenzas—are as cogently etched as Tippet's rich inventions for the dominating band of winds (and the athletic piano). The tensile strength of the elaborate lyrical lines is remarkable, and evidently an inspiration to the singers.

They are of unequal maturity, but none of them is ineffectual. Led by Mark Curtis, the commenting trio of bystanders fully justifies its role, and Hytner's wry treatment of the serving-women's quartet is a palpable hit. Christopher Gillett's gentle Hermes (in golden nappies) rose to a sensitive last soliloquy, and John Hancock cut a touching figure as Patroclus, whose erotic bond with Achilles is delicately but firmly marked.

On Saturday the trio for the principal ladies just failed to strike home: surprising, for

each on her own had solid virtues. Anne Mason's placid Helen and Janet Price's Hecuba (bitter at first) took their art and conviction; Sarah Walker's Andromache, rather too much the fussy disapproving matron so far, nonetheless indicated serious depths of feeling. Later performances will surely come right—she sets the action in the second week of October, and in succeeding weeks Poole, Cambridge, Dartford and Brighton.

Howard Haskin was a lusty but vulnerable Paris (with his younger self engagingly represented by little Nana Antwinyamin, who is also black: one had to suspend disbelief when the Priam family recognised him as their lost son). Omar Ebrahim's preening animal energy as Hector compensated for some colourless phrasing. Priam and Achilles, however, quite rightly carried the drama.

Neil Jenkins is the Achilles: a beautifully sung and beautifully shaded performance, noble both in the melancholy first aria (with Timothy Walker's long-practised guitar) and in the hair-raising war cry (though it didn't dim memories of Richard Lewis's terrifying ululation). Rodney Macann's Priam wants nothing but a few extra years' worth of disillusioned gravity; in all other respects it is a portrayal of piercing subtlety and tragic dignity, one which searches into new corners of the role, the lynchpin of the opera. It is worth taking a lot of trouble to see this splendid production wherever it touches down.

Iain Webb/Sadler's Wells

Clement Crisp

"Change and decay in all around I see" is the ballet critic's hymn. The erosions of time; the caprices of producers; the wilfulness of dancers; and what I suspect is the mute resignation of choreographers faced with new generations of bodies taking over roles made for other physiques, different temperaments, result in the loss of meaning and the deformations which are the common fate of ballets.

Ashton's superb masterpiece, *La Fille mal gardée* is no exception. Wrong-headed, of course, to suppose that the charm and liveliness and sheer happiness of spirit which Nerina and Blair, Holden, Grant and Edwards first gave it, could be recaptured (though I recorded with gratitude that in a mutable world, Leslie Edwards' Farmer Thomas remains a constant of good humour), but the last Covent Garden showings of the ballet had a staid and predictable air.

It is Sadler's Wells Royal Ballet which now seems the best guardian of its joys, though even at Saturday afternoon's bright performance there were routine moments, as if certain incidents had been drilled rigidly and un-musically into the players. It is the creative wit and choreographic intelligence of David Bintley as Alain on this occasion, or as Simone at other performances, which is the best guide to keeping *Fille*'s spirit alive, for as the Epistle to the Corinthians suggests, the letter of the steps killeth when unthinkingly applied.

Yet with Sandra Madgwick on stage as the Royal Ballet's

youngest, most engaging Lise, and with Iain Webb making his London debut as Alain, there was much to enjoy on Saturday. Miss Madgwick has been a darling Lise since her graduation performance in the role, and needs no further praise from these columns, save to note that she soars over the stage and acts with unaffected good humour, and that her arms at a table to chew the fat. It is a pretty and prettily nuanced as one could wish.

Mr Webb is not an obvious Alain, with his lean, clean physique and the suggestion of reserves of deeper feeling which make his Benno so impressive in *Swan Lake*. But he has a bold jump, and once past the multifarious problems of the first solo, which have defeated almost every Alain—the technical power to give the role a sure individual stamp, and he has a little Madgwick who is a perfect foil for his unadorned charm and ease. The partnership looks happy; the emotional life of the story glows: *Fille* lives on the best terms possible for today's audiences.

Search for dance home

Despite their differences over the Hayward Gallery, the Arts Council and the GLC are setting up a joint study group to try and decide on a London theatre to be the home for dance. Sadler's Wells and the Theatre Royal, Drury Lane, are the two venues being studied but if Drury Lane is not up for sale the Dominion will be considered.

Giulini's Brahms/Festival Hall

Dominic Gill

Giulini's Brahms cycle with the Philharmonia arrived at the symphonies on Friday: the second and fourth symphonies came first (the first and third follow tonight, are repeated tomorrow).

His way with Brahms is not the sort to bring reassurance and conversion to those (I am not one) for whom Brahms is altogether too Brahmsian for comfort. He does nothing to oversize or disguise, as some conductors do, the Brahmsness of the music, but follows it with thrilling exactitude. The composer verily leaps from his score, every wart and constraint, as much as every master-stroke, vividly—touch-

ingly—revealed. Where Brahms hesitates, so does Giulini; where there is a hint of self-conscious indulgence, the hint is faithfully echoed; when a melody finally bursts forth from its labyrinth, Giulini is not afraid to give it all its glory.

Directness and clarity were the hallmarks of the concert. Sometimes, too, surprisingly slow tempi—in the opening movement of no. 2 especially, and for both finales—which bothered me not at all, and in the main merely served to emphasise the open-hearted ease and sincerity of the interpretation. The *allegro non troppo* of the second symphony was exquisitely crafted, but

quite unfussed, in its measured tread.

The opening movement of the fourth was massive, challenging, without the least attempt at over-inflation (for their very freshness and energy one is inclined to describe the performances rather in terms of what they were not). The andante bore no trace of condescension or whimsy. Rubato was of the best kind: constant (which is to say, not just laid on occasionally for effect), organic to the sense of the music, natural in emphasis. The brass introduction to the last movement was all the more sinister for its singular lack of melodrama.

Animal Farm/Olivier

Martin Hoyle

Opera, masks and Harold Pinter: Peter Hall's love affair with the rigidly formalised is always fruitful. Now his adaptation of Orwell has moved from the intimate Cottesloe to the Olivier: true to the book's irony, its fluency emerges as a stylisation as disciplined as Chinese theatre. Which is how it may strike the non-English speaker visiting the National, anyway.

The larger auditorium is less kind to the pigs' masks than were the Cottesloe's studio conditions. Michael Coveney has mentioned how pink ears and porcine muzzles blended into the actors' real faces: here they

look blurred and untidy. The familiar clumping idiom of Adrian Mitchell's lyrics prompted my companion tentatively to define them as Open University Dialect. Mr Mitchell is occasionally so perverse in avoiding a simple rhyme as to give the impression that he thinks them cissy.

The directorial equivalent of proletarian macho is here more successful. Sir Peter is not afraid to line his characters up to speak straight out to the audience; both the dawn of animal self-awareness and that chillingly reverberant last line come crowd scenes it's sometimes hard to pick out the speaker.

Arts Guide

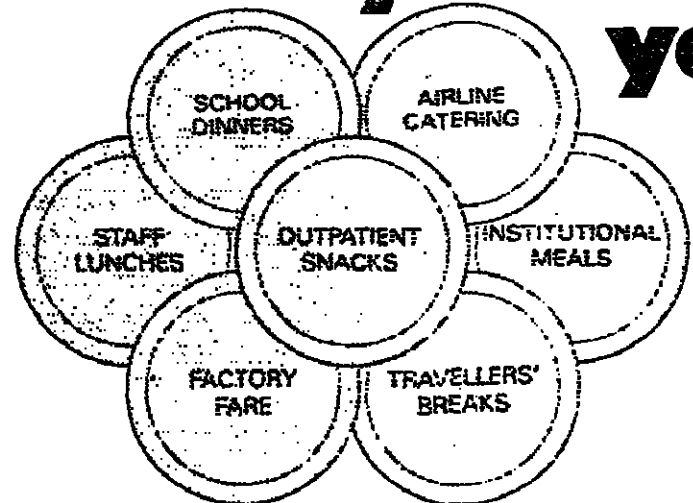
Sept 28-Oct 4

Music

WEST GERMANY
Berlin, Opera: *Liederkreis* with Janet Baker, accompanied by Geoffrey Parsons, Cuvell, Schumann, Debussy, Bartok, Stravinsky and Wagner (Wed).
Frankfurt, Alte Oper: Vienna Symphonic Orchestra, conducted by Nikolaus Harnoncourt, with baritone Dietrich Fischer-Beskov, Mozart and Schubert (Thurs).
ITALY
Milan: Teatro alla Scala: Mussorgsky's *Pictures at an Exhibition* and music by Richard Strauss, conducted by Aldo Ciccolini (Wed and Thurs). (30.01.28).
LONDON
Philharmonia Orchestra conducted by Carlo Maria Giulini. Brahms, Royal Festival Hall (Mon and Tue). (32.31.01).
English String Orchestra conducted by William Boughton with Nigel Kennedy, violin, Gidon Kremer, Bach, Schubert and Beethoven. Queen Elizabeth Hall (Mon). (32.31.01).
NEW YORK
New York Philharmonic (Avery Fisher): Season opens with Zubin Mehta conducting, Pinchas Zukerman violin, Kay Schumann, Edgar (John) Mehta conducting, Zubin Mehta violin and viola, Telusman, Hindemith, Vivaldi, Bruch, Wagner (Thurs). Lincoln Center (29.02.03).
WASHINGTON
National Symphony (Concert Hall): Rafael Frutkin, Baroque concerting with Choral Arts Society of

Washington, All-Verdi programme (Thurs). Kennedy Center (23.4.77).
CHICAGO
Chicago Symphony (Orchestra Hall): Sir Georg Solti conducting, Milton Preves viola, Mozart, Bartok, Bloch (Thurs). (43.51.22).
PARIS
Ornette Coleman, jazz saxophonist with the Ensemble Prime Time (Mon). TAP Châtelain (23.4.44).
Rita Savelich, soprano, with Geoffrey Parsons, piano (Tue 5.30pm). Théâtre des Champs Elysées (72.3.77).
Herve Le Poch, violin, Brigitte Vandome, piano: Pader, Debussy, Franck (Tue). Salle Parny (28.05.11).
VIENNA
Claudio Arrau, piano. Beethoven, Schubert and Liszt. Musikverein Grosser Saal (Wed). (35.51.00).
BRUSSELS
Serge Reggiani in concert. Actor, film star and singer. Atelier de Louvain la Neuve (to Oct 13). (01.04.50.98).
ZURICH
Tonhalle: Telemann chamber music (Mon, 6pm). Tonhalle Orchestra conducted by Christoph Eschenbach. Bruckner (Tue to Fri). (20.1.58.0).
NETHERLANDS
The Hague, Oude Katholieke Kerk. Netherlands Chamber Choir. Clara Schumann, Britten and Poulenc (Wed).

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BNP LEADS FINANCING OF FIRST CONTRACT BETWEEN AIRBUS INDUSTRIE & AIR ALGERIE

On Wednesday, 19th September, BNP held a reception in honour of Mr Slimane BENDJEDID, chairman of AIR ALGERIE, and Mr Habib DJAFARI, chairman of BANQUE NATIONALE D'ALGERIE.

The reception marked the signing of a buyer credit to finance the agreement between AIR ALGERIE and the European AIRBUS Consortium for the supply of two A 310-200 aircraft.

Representatives of AIRBUS INDUSTRIE were present at the reception, together with members of DRESNER BANK and MIDLAND BANK, the German and British lead banks, and BANQUE FRANCAISE DU COMMERCE EXTERIEUR.

The decision to buy the aircraft was first announced during the official visit to Paris by President CHADLI BENDJEDID in November 1983.

FINANCIAL TIMES

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Telephone: 01-2488000

Monday October 1 1984

Not so divine intervention

BY COINCIDENCE, the IMF-World Bank meeting was celebrated with a concise display of the present limitations of central bank intervention in the currency markets. This monetary "Operation Lionheart" included a nicely timed surprise attack on the mounting dollar by the Bundesbank, a failure to persuade allied central banks to commit themselves fully to the campaign (though even the hyper-reluctant Fed fired off a few symbolic rounds at one stage), and then tactical withdrawal, leaving private capital flows once again master of the field though a little knocked-out and somewhat weaker.

What did observers make of this exercise? Did they side with Professor Koehler of the Bundesbank's directorate who urged, just before the Washington meeting, that there should be concerted intervention and co-ordinated interest rate policies to keep exchange rates within a certain range? Or did they side with Beryl Sprinkel of the U.S. Treasury in his reported comment that far from "smoothing" the market, the bout of intervention has merely made it more agitated than ever?

Misalignment

On balance, we do not regard the Bundesbank's foray as so much wasted money. On the one hand the dollar has been rising very rapidly against the D-mark — a "disorderly movement" it ever there was one. On the other, there is no reason why a central bank should not have a view as to when an exchange rate is fundamentally misaligned, and should not on occasion express that view with hard cash for additional impact. It is possible for a central bank to have a view about fundamental misalignment of the dollar, and it is possible for a central bank to criticise the mis-match of U.S. monetary and fiscal policy that is causing the misalignment. Thus the Bundesbank, backed discreetly by other central banks, firmly conveyed its view that a DM 3.17 dollar was an economic nonsense. The sum it expended in so doing, while impressive as a round number, was a fraction of the interest on the reserves. The effect upon international investors may well prove ephemeral, but the exchange rate movements over last week suggested that they were given pause for thought. It is one thing for a European central bank to take a view on the dollar exchange rate or on the speed at which it is changing, and a nice question

of judgment how best to express that view without losing credibility in the market place. It is quite another for European central bankers to have any illusions that they can control this exchange rate in the face of capital flows that now dominate its movements.

Intervention has an impact on markets in three ways: through the physical supply of, or demand for, currency; through the impact on market psychology — once great, now dwindled — of the demonstration that a central bank has a view about the exchange rate; and through the implied threat that intervention, if insufficient, will be backed up by economic policy changes that will alter the fundamentals of the exchange market.

The last element is by far the most important. It is under the demand for currency that the Bretton Woods fixed exchange rate system together. The need for it has grown ever greater as the scale of international capital flows has loomed larger over the reserves of the central banks. Yet it is, of course, the element that is missing at the moment. The mechanism for economic policy coordination exists through the IMF and the Group of Five. It is repeatedly paid to the idea at economic summits. But the main player, the U.S. Government, refuses to play.

Given the high interest rate, high capital inflow, high deficit policies that the Reagan Administration has adopted, the European governments have correctly opted to "decouple". Decoupling implies an acceptance of a large transatlantic interest rate differential and acceptance of an "unrealistic" dollar exchange rate. To talk under these circumstances of concerted intervention to depress the dollar is to talk of the antithesis of decoupling. It is to look back over one's shoulder at a currency that has willfully been obliged by its Government to acquire an aberrant value.

For the present, the prime aim of concerted intervention and policy co-ordination by European central banks should be to preserve intra-European exchange rates, firmly, as stable and as realistic as possible. This means a serious rethink by the British Government about its attitude towards the European Monetary System. It means that the U.S. Government should speak with one voice when and if the U.S. Government ever comes around to the view that the dollar is not a go-go stock but an important link between national economies.

THE WORLD has long prayed that the superpowers would resume negotiations on nuclear weapons. However, if we hoped that our anxieties would be allayed by the comings and goings at the UN last week, we were rudely disappointed. Indeed, we may have to face the possibility that traditional arms control is a thing of the past.

President Reagan made some conciliatory if vague noises about the need for nuclear arms control negotiations between the U.S. and the Soviet Union but his words were dismissed by Moscow almost before they were out of his mouth, and decided by Mr Andrei Gromyko, the Foreign Minister, on Thursday as "a vessel with nothing in it".

Mr Gromyko's own speech was incoherently empty, but Mr Reagan's, consisting almost exclusively of ritual denunciations of American imperialism. Whatever he may have said in private to Mr George Shultz, U.S. Secretary of State, or to Mr Reagan, his speech did nothing to encourage the belief that Moscow is ready to make any pre-election gift to Mr Reagan.

All the same, Mr Gromyko's pugnacious stance in New York was boorish, stupid and short-sighted. The Russians have no reason to expect any advantage from a strategic arms race, not because the Americans might win such a race, but because both superpowers already have far more nuclear weapons than either could possibly need. Since December, the Russians have been losing the propaganda battle, because it is they who have been refusing to take part in arms control negotiations. If they wanted to recover the high ground and put Mr Reagan on the spot, now is the time to do it, before the election.

What the Russians (and everyone else) have reason to fear is a race in the development of defensive weapons systems, popularly known as Star Wars. If Mr Gromyko had wanted to skewer Mr Reagan, he could have said: "After careful consideration, we are prepared to negotiate large reductions in offensive strategic weapons. But first the U.S. must publicly renounce any aspiration of deploying, at any future time, a defensive anti-ballistic missile system which would break the limits of the 1972 ABM Treaty. And second we must renegotiate, tighten and update the limits imposed by that Treaty."

Such a proposition would place Mr Reagan in a painful dilemma. When he launched his Strategic Defence Initiative (SDI) in March 1983, he offered it as a rosette vision of a more hopeful future, in which offensive nuclear weapons would become impotent and obsolete; he is bound to resist abandoning it so soon. Yet, since the SDI has come under fierce attack both from the arms control lobby and from the Democrats, it would look bad, if he in turn refused negotiations on offensive strategic weapons for the sake of a distant and probably unattainable future, by implication, confirmed that his administration did intend eventually to break the ABM Treaty.

The interesting thing about the Reagan speech is that it did not expand in any detail on Washington's ideas for arms control, and did not even mention the U.S. START proposals which had called for substantial



President Reagan

reductions in nuclear warheads. Instead, it proposed new institutional procedures for regular discussions between Washington and Moscow, both on long-term arms procurement and arms control questions, and on other issues.

In the good old days, the main strategic weapons were relatively easy to identify and count: missiles and bombers. Sea-launched cruise missiles have already escaped from the arms control net, but future problems are more far-reaching: miniaturisation, mobility, dual nuclear-conventional weapons, dual civil-military devices, ambiguities of the kinds. We may have to accept that arms control, in the form that we came

to know it in the early 1970s, has receded irreversibly in the rear-view mirror.

Yet there is a third obstacle to strategic arms control and that is the Reagan administration's Star Wars ballistic missile defence programme. The original objective of a total defence has come under multiple criticisms, among others that it would be logically and technically impossible, and that the very attempt would be immensely expensive; a round figure of \$1,000bn has been estimated, though all figures are sheer guesswork.

One of the most telling critiques has come from Charles Glaser in the current issue of International Security. He argues persuasively that even if the two superpowers had a per-

fect defence against ballistic missiles — and he bypasses the questions of cost and feasibility — we might be worse off.

The three main problems he sees are static uncertainty, dynamic uncertainty, and conventional war. Static uncertainty (my show-band) is that neither side could know that its defence was perfect, since it could not be tested in real conditions; therefore both would retain large offensive forces as a retaliatory insurance. Dynamic uncertainty is that no defence, even if perfect at some point, could be assumed to remain perfect; the enemy must

appointments of key officials. However, the structural problems of arms control will in any event become progressively more difficult.

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Foreign affairs

If nuclear arms control is dead . . .

Ian Davidson on the state of superpower diplomacy after the Reagan-Gromyko talks



Foreign Minister Gromyko

missiles, because they are more predictable. And any proven anti-satellite attack system is, ipso facto, also a potential threat against observation, early-warning and communications satellites, the main function of which is avoidance of uncertainty and maintenance of crisis stability.

We are left in a great perplexity, trapped in two vicious spirals. Expert war-gamers tell us that the balance of terror is extraordinarily stable, because of the inhibitions and horrors of failure. These horrors have been magnified by the predictions of climatologists that any large-scale nuclear exchange, or even one-sided attack, would lead to an inexorable nuclear winter which would destroy most life and all civilisation in most of the globe. But on moral and political grounds, it is impossible to deny the claims for a different type of security strategy which might have some chance of mobilising popular assent. The so-called peace movements have subsided for the time being, but they will not go away until security can be based on less alarming premises.

The second vicious spiral is that the Reagan Star Wars initiative may have done more irreparable damage to the present system of nuclear stability than it can ever hope achieve. It has, against the Soviet Union's ballistic missiles. What Mr Reagan may now say about his fidelity to the 1972 ABM treaty, he may not be believed. The Russians know that he does not really understand the issues; but they know that he has unleashed a genie from the bottle which risks having an unrestrained life of its own. They know that Mr Walter Mondale will not cancel the SDI; but they also know that he will not be the next President of the U.S., and that by the time of the 1988 presidential election, life and technological research will have moved on apace.

In these unpromising circumstances, then, it was stupid and narrow-minded of Mr Gromyko not to have grasped with both hands the opportunities offered by Mr Reagan's suggestion of institutional arrangements for discussing the long-range problems of nuclear stability. Below the surface of the U.S. START proposals for deep cuts in nuclear warheads, was the implication of rational negotiations on the types of nuclear weapons required for stability, and the overriding demand of stability was writ large in the 1983 recommendations of the bipartisan Scomvort Commission on Strategic Forces.

Perhaps 1970's arms control has been irretrievably lost; perhaps it is true that, in the specialised field of strategic theory, Mr Gromyko does not know what he is talking about. Yet it would be tragic, if, when someone has given him something sensible to say as an alternative to traditional arms control, the Russians out of emotional pique were to refuse to seize hold of it.

A world without offensive arms control talks need not be all bad: treaties with numbers mean that the maxima are also the minima. A world without serious dialogue between the superpowers is disturbing, and possibly dangerous. A world in which the restraints of the ABM treaty are abandoned or undermined could be very dangerous.

Even if the superpowers had a perfect defence against ballistic missiles, we might be worse off

to know it in the early 1970s, has receded irreversibly in the rear-view mirror.

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British farmers face the future

THE National Farmers' Union's blueprint for the future of British agriculture deserves a small welcome. In its paper, *The Way Forward*, the NFU recognises that something must be done about the growth of surpluses in Europe and about the explosion of subsidies under the Common Agricultural Policy. And it is facing up to public criticism of the way modern farming methods have often wrecked the countryside. The two problems are inter-linked because it is the pressure towards ever greater production which has often led to larger farms and more intensive farming methods.

Farmers' sensitivity to the problem of overproduction has been enhanced this year in two ways. First, the imposition of milk quotas has caused acute adjustment problems for British dairy farmers who had previously been able to finance increased production. Milk quotas which have not yet been particularly effective in limiting production, are described by NFU as "very damaging to the country." The NFU now intends to call for higher prices in compensation — proof that, despite some of the nobler sentiments of the new policy document, farmers have not really changed their spots.

Worries about overproduction have also been stimulated by this year's harvest — so bountiful as to be virtually embarrassing. The UK traditionally a cereals importer, has produced a wheat surplus of 14.9m tonnes and is not very skilled in the business of export — until it is game for it. European competitors. The surplus and the path-breaking milk quotas have raised the spectre of the possible future use of quotas to control the Community's grain surplus. The NFU's new concern with overproduction is partly motivated by a wish to head off the imposition of more quotas.

It argues that, in the important cereals sector at least, "restraint upon support prices, sensibly and consistently applied, is the most direct and probably the most effective means of holding down CAP expenditure." Academic econo-

mists are likely to favour price incentives rather than quotas, but many farmers doubt the effectiveness in solving the problem of over-production. Lower prices may lead merely to greater efforts to reduce costs, lower farm incomes but continued high production. The NFU argues against the "set aside" schemes for limiting production which have been used in the U.S. but does see some role for direct income support or smaller farmers who would be squeezed by a less-expansionary British policy.

Continued surplus

The charge most likely to be laid against the NFU is that while its policy document is good at recognising problems, it is short on effective solutions. Many will regard its approach to massive over-production — a gentle reduction in support prices — as inadequate. Others will see it as a "set aside" scheme for limiting production which have been used in the U.S. but does see some role for direct income support or smaller farmers who would be squeezed by a less-expansionary British policy.

While the NFU quite rightly argues that farmers must head the changing needs of consumers, particularly because of the changing conception of the relation between diet and health, it falls short of making specific recommendations. But the NFU does deserve credit for admitting openly that the prospect of continued surplus production requires radical changes in the structure of support prices and aid, and that farmers are not supporting the subsidies should be abandoned, merely that they should be better focused and reflect environmental considerations, energy conservation, animal welfare and so forth — surely the encouraging pointers, however, nobody should imagine that the NFU anticipates any rapid changes in British agriculture.

Any realists . . . must be applied and enforced equally throughout the EEC. It argues — a certain recipe for slow progress.

Big blue set for ten

Big Blue looks set for the long haul. By naming John F. Akers, aged 49, to the number one job at IBM, replacing the Opel as chief executive when he steps aside in February aged 60, the world's largest computer business has picked a man who could lead it for a decade.

Akers, a highly-regarded IBM veteran who joined in 1960 as a sales trainee in San Francisco, was generally expected to win the top job after his appointment as president in February last year.

By picking Akers, IBM's board bypassed Paul Rizzo, aged 56, who was named to the previously-vacant post of IBM vice-chairman when Akers took the president's job.

Akers, a Yale graduate who has worked his way up through the IBM ranks in the hallowed tradition of the firm, is generally seen as a more approachable character than Opel.

"He's a regular guy," said one Wall Street analyst who, like others, welcomed the new top appointment. Akers is also seen as a blunt talker and tough fighter — in the IBM

Men and Matters

mould — and reportedly has an excellent memory.

He will be one of the youngest chief executive officers in IBM's recent history but not as youthful in the job as Thomas J. Watson, Junior, son of the company's founder, who became president in 1952 at 38 and chief executive four years later.

Instead it was to be Oslo university to study marine affairs and economics, and then a trainee position at Hambros Bank, London, where he stayed for 31 years.

This week Norland catches what he hopes will be a flood tide in the shipping world by opening in the City of London the first office outside West Germany of the Deutsche Schiffahrtbank of Bremen.

The bank, owned jointly by Dresdner Bank, Deutsche Bank, and the Bremer Landesbank, has specialised for nearly 40 years in the present form as a ship mortgage bank advancing medium- and long-term finance against merchant shipping. Currently it is managing about 15bn worth of ship mortgages.

Norland is also pursuing his love for shipping through a directorship of Data-Ship (UK), which is providing specialised computer services for managing and running ships, and through his private consultancy, Norfram.

"Nor" in that name came, of course from Norland. But "fram" was borrowed from the name of his hero Nansen's ship.

At the weekend 39 runners from 14 countries attempted to match his feat in a commemorative race which was first established in 1982 by a group of RAF officers.

Classic run

If Phedippides had had a word for it his choice would surely have been "grueling." He was, as you will know, the Greek runner who was despatched from Athens to Sparta in 490 BC to seek help against the invading Persians. He succeeded in covering the 150 miles in two days.

At the weekend 39 runners from 14 countries attempted to match his feat in a commemorative race which was first established in 1982 by a group of RAF officers.

The Spartathlon has quickly become one of Greece's main sporting events. Indeed the Financial Times felt disposed to encourage it this year by providing a handsome prize cup.

Dusan Mravljic, aged 31, a Yugoslav was second at 7.45 am and a British competitor, Patrick Mackay, aged 28, from Grantham, was third.

A footnote. When Phedippides turned up, the Spartans — who were engaged in a religious festival — refused to help.

But while jogging back to Athens he met the god Pan, who kindly lent a hand.

Profitable pop

Two hours of pop music may not be everyone's choice. But the Association of Independent Radio Contractors is well-pleased with its new programme that was heard in most parts of Britain yesterday.

It marks the first attempt by the association to market nationwide.

An affable disc jockey called David "Kid" Jensen presented the 30 pop records, thus offering a challenge to the BBC's well-established top 40 pop programme.

There are 44 local commercial radio stations in Britain, and 39 of them are taking the new programme. The Independent Radio News and Lines from London Broadcasting to the local stations are being used in a national link-up so that national advertising rates can be charged.

Since commercial radio is allowed to carry nine minutes advertising in each hour the local stations together with Capital Radio in London could earn £25m in a year from selling advertising with pop this way.

All 39 participating stations are entitled to a share in the booty in proportion to their audiences. As the launch cost of the programme for the first year is estimated at only £100,000, a hefty profit is in prospect for them.

Ground rules

"The meek shall inherit the Earth," says a sign outside a Houston church.

To which someone has added, "But not the mineral rights."

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Observer

U.S. AUTO WORKERS DEAL

GM learns a lesson from Japan

By Terry Dodsworth in New York

MR CHARLIE "Engine" Wilson, the hard-boiled president of General Motors in the immediate post-war period, used to boast that he had forged a labour relations system which was ideal for both the company and the country.

It allowed GM, he argued, to achieve its economic purpose by guaranteeing both discipline and productivity. And it gave the union what it wanted as well — a bargaining process which delivered an automatic "victory" in the shape of higher wages.

At the heart of Wilson's thesis was the notion that a trade union is a political animal with a style and a way of thinking which has little to do with the economic life of the corporation.

Members are always engaged in a struggle and its leaders have to win when it comes to the ritual of wage bargaining to justify their existence.

As long as this process did not pose a serious threat to the financial health of the company, GM gave the union its vic-

torious. But this year, things have changed.

The document, which the motor company has just signed with the leaders of its 350,000 workers is radically unlike anything that has ever gone before. It is so unusual that labour experts are still trying to get to grips with its implications.

While some are wondering whether the rank and file can be brought to accept it as they vote over the next fortnight.

If the contract is agreed, however, and if the union makes it work the way it is expected to work, there is little doubt among analysts that it could change the face of the U.S. motor industry's collective bargaining.

The deal borrows generously from Japanese labour relations practices — possibly, it is thought, because Sir Alf Warren, GM's chief negotiator, has spent some time studying their methods. At the same time, it pushes the union into an unfamiliar role, defending jobs rather than straight wage increases, negotiating a role for

the union in several areas of management prerogative, and moving towards a participating style which accepts some responsibility for economic efficiency.

Most important of all, Mr Owen Bieber, the previously untitled President of the United Auto Workers, and a man who few had suspected of such subtlety, will not be nailing up a piece, round and very large figure for other workforces to aim at when their turn in the bargaining round comes up.

"It is impossible to look at this agreement using the old notion that there has to be a winner and a loser in wage negotiations," says Mr Quinn Mills, professor of business administration at Harvard Business School. "What we see here is the company and the union trying to adapt to both the vehicle and the labour markets."

Virtually every part of the contract flows from the concept that the market is imposing conditions where success in the only guarantee of both jobs and wages. This may be a simple idea, and it is certainly one which GM has hammered away at in a somewhat unsophisticated manner over the last few months. Yet the principle has been translated into the black and white of a contract with a great deal of imagination. Consider the following points:

First, the agreement takes the idea of using incentives in the wage packet a great deal further than ever before. Typical motor industry contracts in the postwar period have been structured to give steady annual wage increases, plus, more recently, inflation-related payments based on the consumer price index.

The cost of living increases of living payments to be paid to the workforce against the impact of the big surge in inflation in the 1970s. But the Cola formula, in turn, came to be seen as a component of that inflation, since it allowed cost of living payments to be consolidated into the basic wage on which future pay increases and fringe benefits were calculated.

The dual impact of the hefty wage increases and the Cola formula was to put the U.S. workers in second place behind the steel unions in the U.S. pay league. But critics



Owen Bieber, UAW president (left): unexpected subtlety; Roger Smith, GM's chairman (right): a complex formula

claim that the increases also contributed to the loss of market share to overseas producers. Productivity increases were unable to keep pace with the surge in wages — and manufacturers were forced to push up prices to levels which made the U.S. industry an easy victim to the insurgent Japanese.

The new agreement reflects a very different philosophy. GM is clearly aiming in the contract to establish a firmer grip on the fixed element in wages, so that it does not overrun normal productivity growth (reckoned to be increasing by as much as 6 per cent a year in the current wave of automation in the industry).

The strategy chosen to achieve this aim is to make a substantial part of earnings contingent either upon the company's profitability or the employees' performance. These parts of the agreement are thus designed to be self-financing, a formula reminiscent of Japanese car plants, where up to 50 per cent of salaries may be in the form of bonuses of

one kind or another. "What they have done is to avoid the tendency to build costs into the basic wage rate, a policy which has given the U.S. industry its very inflexible pricing," says Prof Mills.

The wages formula is complex, but in essence it breaks final earnings down into five separate categories: a 2.25 per cent average increase in the first year of the agreement, which will be consolidated into the present rate; two lump sum payments, also averaging increases of 2.25 per cent in years two and three of the contract, but not consolidated into the base rate; Colas which will allow less to be consolidated than in the past; annual profit related bonuses which could yield \$1,000 this year; and attendance bonuses which would give \$500 a year for perfect performance.

All this, plus substantial improvements in pension rights, is reckoned to be a good maximum of around 21 per cent to the average worker over the three-year period, assuming a per cent inflation a year.

This would bring average salaries and benefits up to around \$26 to \$27 an hour. But if the company does not perform effectively or profitably, incomes on the same basis could go up by as little as 10 to 12 per cent over the three years, well below the projected inflation rate.

"This is the first time we have had to concentrate on any variable except those based on the CPI," says a labour economist.

There is a similar echo of Japan in the principle underlying the job security provisions, the other main aspect of the agreement. GM has not gone as far as to give lifelong employment to its workforce, but it has committed itself to maintaining jobs for all workers with more than one year's service in the company.

In return, the union has delivered on the kind of flexibility the company has been demanding for years. The UAW has not asked for specific jobs to be guaranteed, but has agreed to go over the top on one of its original aims of putting a stop to all GM's plans to "outsource" components and cars at the expense of closing internal plants. Instead, it has accepted a deal which will pump \$1bn into a six-year retraining and redeployment scheme under which employees will retain their incomes while acquiring new skills for jobs inside or outside the company.

The job security plan says that any one made redundant by new technology, productivity improvements, or decisions to start sourcing parts outside the company, will keep his or her job. But by doing nothing to hinder the company from making a move in any of these directions, the plan paves the way for a redeployment of assets of a kind which the company could never have attempted under the old system.

The union has also tacitly accepted the need for more flexibility by opting to allow substantial widening of differentials between skilled and unskilled workers. In the past the UAW has stubbornly resisted such policies on the grounds that they were divisive.

By giving way now it has signalled that the way is clear towards increasing the incentives for workers on the shop floor to progress to higher skills where the differentials are no longer negligible — the

pay of a janitor will go up by only 1 per cent this year, while a highly-skilled worker will receive 3.5 per cent.

In making these changes on payment systems and flexibility, the two sides have also innovated in a way no one really anticipated. The union has won a voice in several important decision-making processes, forcing GM into a more consultative style of management, itself into a more participative role and U.S. labour relations into uncharted territory.

Three examples underscore this change. First, the \$1bn fund will be administered by a system of joint national and local committees that will decide who goes into the job security pool, who is retained and so on.

Secondly, GM is setting up a \$100m venture capital fund to try to create new companies which will soak up the corporate surplus labour. The fund will be one of the biggest of its kind in the U.S. and it, too, will be administered by joint management/union committees.

Finally, GM has been per-

suaded to give the union an unprecedented promise to build its planned new range of small cars, code-named Saturn, in the U.S.

How well these changes in attitude stand up to the normal day-to-day buffeting of management-union relations on the shop floor is now the big question. The two sides are clearly going to have to do a lot of learning together over the next three years.

Even so, anyone involved in industrial relations in the U.S. will be watching the way the deal works out with fascination. If it sticks and spreads — and the UAW has tended to be a standard bearer in these matters — the U.S. unions will be very different creatures ten years from now.

The two sides are really working to define a new role for themselves," says Professor Mills. He might have added that after years of trying to keep their victory flags aloft as their membership declined, the unions may be on the way to discovering a new role for themselves.

Lombard

Still beware of Treasury model

By Samuel Brittan

IT WAS only a little while ago that one could not listen to a speech or read an article critical of UK economic policy, or find a plan to "reflate" the British economy, without learning that the ideas had been "tested on the Treasury model."

The critics would then go on to give "model" estimates of how much better the economy would perform in output, and jobs at negligible cost (if any) in inflation if their advice were followed.

This was all black magic with which I had as little to do as possible. A "model" cannot but reflect the beliefs about the economy of those who devise the component equations — several hundred in the case of the Treasury, not to speak of "definitional identities." Not surprisingly, and after the usual time lags, the Treasury model is now beginning to reflect the beliefs of present Treasury chiefs and their advisers. This can be seen from the "simulations" published in the new "Supplement" to the 1983 "Technical Manual" recently issued by the Treasury.

But having looked at the new simulations I find myself just as sceptical of the revamped Treasury model as I did when it gave comfort to the famous 364 economists who protested against the Government's "monetarism" in 1981.

In the new version many old relationships go into reverse. Whereas most model builders have hitherto supposed that a depreciation of sterling relative to recent cost trends will improve "competitiveness" and therefore output and employment, the new simulations point to the opposite effect. It is an appreciation of sterling which not only reduces inflation, but raises output too. An increase in Government spending still gives a minuscule boost to output, but ranks below an increase in private sector demand in effectiveness, again a reversal of traditional relations.

As short-term economic forecasts are a necessary evil, something like the Treasury model has its uses. It may also be better than back-of-the-envelope calculations for assessing, say, the impact of some "shock" such as an oil price increase, so long as the user is sensible enough to try out alternative behavioural relations. But the present model is no more useful than its old

ultra-Keynesian predecessor was for choosing between policy regimes; and it should not be the main intellectual tool in considering fundamental political decisions.

There are two grounds for doubt. First, negative results from demand stimulation and depreciation shown by the revamped model derive not from basic economic forces, but from relationships which happen to emerge today from the statistics. For instance, while it was formerly supposed that people spend more in periods of rising inflation, now it is supposed they spend less to rebuild the real value of their money balances. Such highly specific relationships tend to be very unstable and let the policy-maker down just when he most needs them.

My own doubts about demand boosting are based on much more general considerations such as the existence of the NAIRU (non-accelerating inflation rate of unemployment) and long-run vertical Phillips curves. This more "theoretical" approach does not give us precise numbers for one, two or three years ahead. But maybe these numbers are not to be had.

Secondly, the Treasury simulations are parochial. They show the supposed ineffectiveness of demand stimulation in a single country due to leakages into imports, currency depreciation and so on. They do not show the effects of stimulation by, say, the major OECD countries or the EEC acting in concert. It is no use Treasury officials saying that economic policy is still a national matter. It is so, partly at least, because individual Finance Ministers believe that their best policy is to put their own house in order and are sceptical of concerted action.

Before even attempting to draw policy conclusions, the ideas in the new Treasury model should be applied to other countries too and simulations carried out in terms of concerted or at least coincident policy changes. Such simulations, whichever way they go, will still need to be treated with suspicion because they are unlikely to show the more important long-term consequences of policy changes. Even so they will be more worth discussing than they are at present.

Cost escalation of Tornado

From Mr Basil de Ferranti

Sir,—The title of your Leader of September 10 about Tornado and the proposed European Fighter Aircraft, "High Costs of Collaboration," together with comment in the article about cost escalations, needs to be seen in perspective.

Of overriding importance is the fact that many hundreds of suppliers throughout Europe, my own company included, in the Tornado programme were able to make approximately 1,000 off of their product instead of the, say, 200 off that would have been required for a national programme.

This carries with it obvious benefits in terms of cost reductions and, even more significantly, benefits in terms of a common base, enabling the firms concerned to sell their product more effectively through world markets.

Of course, it will never be possible to prove that the cost of one Tornado or the RAF was more or less than if it had either been a purely national purchase or if it had been bought from the U.S. One can say though, that the whole programme has been a resounding success. The British, German and Italian Armed Forces have received equipment with which they are pleased, Europe and Nato's defences have been immensely strengthened as Exercise Lionheart is showing and many hundreds of companies throughout Europe are in a better position to compete on cost and on performance with their competitors in the U.S. and throughout the world.

The production costs of the aircraft have also been held down by the fact that collaboration has required much better specification and testing of each of the many thousands of modules that go to make up the aircraft.

Jobs have been created and technology established in Europe with all the highly desirable consequences that follow for our ability to compete in peace and in war.

Basil de Ferranti,
Chairman, Ferranti,
Millbank Tower, SW1.

U.S. Jewish lobby in the Middle East

From Dr Peter Pulzer

Sir,—It was ill-advised of Mr W. El-Masri, the President of the American Jewish Council (AJC), to present to the House of Representatives a report on the Jewish lobby in the Middle East (September 25). Truman records (Memoirs, Vol II, p 170): "I think I can say that I kept

Letters to the Editor

my faith in the rightness of my policy in spite of some of the criticism. When I say 'the Jews' I mean, of course, the extreme Zionists. I know that most Americans of the Jewish faith, while hoping for the restoration of a Jewish homeland, are and always have been American citizens and foremost. As the pressure mounted I found it necessary to give instructions that I did not want to be approached by any more spokesmen for the extreme Zionist cause. This hardly suggests that Jewish lobbying was the primary determinant of American policy-making.

Peter Pulzer,
Christ Church, Oxford.

Faulty solutions to housing defects

From Mr D. D. D. Lloyd

Sir,—I read with interest Mr B. Toon's letter of September 19 concerning the Government's policies on housing and would raise a further matter which is adding to the growing confusion in the area of repairs to housing.

It would appear that the architects of the recent Housing Defects Act have achieved the near obvious method of preventing Local Governments from spending monies on the urgent need to repair defective precast concrete housing, despite national outcries which resulted in the passing of the Act.

The procedure for the owner to obtain a grant to carry out repairs to a defective dwelling is that he applies to the Local Authority from whom it was purchased, in a supposedly defect-free state. That Local Authority must satisfy itself that the work requires to be done, and that the dwelling would enable the applicant to sell the property to another individual and "would be likely to be able to arrange a mortgage on satisfactory terms with a lending institution"—for instance a building society.

The Building Societies Association has recently held meetings with the DoS and have requested the appointment of the National Housing Council (NHC) to present to them, repair systems which will meet their particularly stringent criteria that the dwelling must provide satisfactory housing for at least 30 years. In the case of many of the types of system-built houses this will be impossible to achieve in a guaranteed form within reason-

able cost-effective limits, as defined in the Act. It must also be said that certification of a scheme by NHC, who do not even have their brief fully defined at this time, will undoubtedly take months, if not years, to carry out their work of selection of schemes which will be acceptable by the Building Societies. And final acceptance rests with them. Thus, no Local Authority will dare to approve grant aid until this whole chain of events has run its course and even then may find that the cost is unacceptable as defined in the Act.

At a stroke, therefore, necessary expenditure of up to £250m at current prices (Government figure) of which up to £15m would be spent in 1985-86 will not be possible and an extremely effective public expenditure cut-back will have been achieved without a shred of blame appearing to rest with Government. Owners will be deprived of grants to repair defective housing—the building of which was wholeheartedly encouraged by Governments of the 50's and 60's. Thus the properties will be leaseable due to their defects and unmarketability. This appalling "Catch 22" affair can only be resolved by Central Government accepting their responsibility to approve reasonable criteria for cost-effective repairs and apply pressure to Building Societies to lift the blight which will, for the foreseeable future, hang over the most valuable asset of the 16,500 owners of these "defective dwellings."

And if the money is not spent yet a further sector of the construction industry will suffer the consequences and result in a source of further unemployment.

D. D. D. Lloyd,
Score House,
Hitchin Hatch End,
Sevenoaks, Kent.

U.S. way with energy saving

From the Association for the Conservation of Energy

Sir,—It is no good Dr L. G. Brookes (September 17) arguing that encouraging energy efficiency on a micro-economic level, e.g. in individual buildings, makes sense, but that at a macro level the only response to forecasts of increased energy demand is for an energy utility to invest in new supply sources. It simply won't wash. In my earlier letter (Septem-

ber 11), I outlined in some detail the programme which the largest U.S. energy utility, Pacific Gas and Electric of California, has constructed to encourage its customers to install energy-saving devices in their homes, offices or factories with the deliberate objective of reducing their individual fuel bills. These actions would, I gather, have Dr Brookes's support: "trying to use fuel more efficiently is a sound reaction," he argues.

However, what he appears unable to accept is that the P G and Es of this world—and they are far from the only U.S. utilities following this line of reasoning—are encouraging energy efficiency not as a good public relations gesture to keep their customers happy (although it does); not even to preserve the earth's resources (which they are); but primarily because it makes sound business sense for them to do so.

As the utility's vice president for electrical resources stated last July: "Our conservation programmes are considerably less expensive than the cost of adding new capacity, and clearly less risky from an investment perspective."

The "notorious funding problems under which the U.S. utilities labour," according to Dr Brookes, are ones I submit which in fact reflect far more the true exigencies of the market than in the UK. The vast majority of U.S. utilities are stockholder-owned, and it is the stockholders—rather than anonymous Whitehall mandarins—who have to be convinced that the utility itself would operate more financially efficiently by purchasing new energy supplies than by methodically obviating the need to do so.

Additionally, the existence of Public Utility Commissioners, to whom the utility has to justify (often in public hearings) its proposed investment policies, is also a factor which can help ensure that the automatic Pavlovian response of the energy supplier does not always rule.

I do not pretend to know, any more than the Commons Select Committee on Energy, who have raised similar questions in the past, whether expending £20bn on Norwegian gas or building the equivalent gigawatt power of eight further Sizewell Bs which the CEBG promise us over the next 15 years, is the wisest use of public money—even within the narrow energy field. But, like the Select Committee, I do think we should be told.

Andrew Warren,
Director,
Association for the Conservation of Energy,
9 Sherlock House, W1.

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Michael Morgan on Wall Street writes about foreign investment in the U.S.

Europe hungry for Treasury issues

THE HIGH real level of U.S. interest rates has this year brought about big shifts in the approach of foreign investors to U.S. financial markets.

Figures issued by the Treasury show almost a fourfold increase in net purchases by overseas investors of U.S. Government securities in the second quarter. At the same time, foreigners were net purchasers of only \$108m of U.S. stocks in the six months to June 30, after a near record \$3.3bn buying spree seen in 1983.

In the opposite direction, the cautious approach of U.S. investors to overseas equity markets that became evident in the second half of last year has continued, with net sales of \$380m recorded in the first half of 1984, after the record \$3.8bn of purchases seen last year.

Analysts say that the abolition in July of the 30 per cent withholding tax levied on interest paid to foreign investors has further whetted the appetite of foreign investors for U.S. Treasury issues, and they expect a continuation of the pattern set in the first six months.

Mr Nicholas Sargen, of Salomon Brothers, says: "At the beginning of this year we were looking at a current account deficit of between \$80bn and \$90bn, compared with last year's figure of \$41bn. In 1983, net inflows through the U.S. banking system were \$21bn, while net purchases of bonds and equities by

Net foreign purchases of U.S. Treasury notes and bonds (\$m)			
	1983	1st qtr 84	2nd qtr
Europe	7,539	1,757	1,463
Switzerland	38	134	72
West Germany	3,725	1,546	759
Britain	1,975	(97)	785
Asia	(3,058)	(618)	(278)
Japan	2,333	423	1,027
All countries	5,896	802	3,142

foreigners accounted for only \$108m.

"The first quarter of this year produced only a modest inflow of funds, with neither the dollar nor the stock and bond markets proving particularly popular. But as interest rates picked up, foreigners decided the U.S. was the place to put their money. Throughout the first half of the year net purchases of stocks and bonds were running at an annualised rate of \$20bn, nearly double the 1983 figure."

Mr Sargen estimates that total government debt held by foreigners at the end of June accounted for \$170bn out of the total \$1.093 trillion (million billion).

In an effort to continue to tap foreign sources of funds to finance the U.S. deficit, the Treasury is in the process of introducing targeted bonds for foreign investors. Later this month it hopes to raise as much as \$2bn with the issue of four-year notes.

There is, however, considerable scepticism over whether the issues will have any short-term impact.

Dr William Griggs, managing director of analysts Griggs and Santow, says: "Regardless of what happens in the short term, the bonds have the potential to be very important in the longer run since they are going to make this market very much more accessible to a great many people."

Net foreign purchases of Treasury notes and bonds increased from \$802m in the first quarter of this year to over \$3.1bn in the three months to June, taking total foreign holdings to an estimated \$95bn.

Almost half the second-quarter demand came from Europe, with net purchases of \$1.46bn. West German investors, who were heavy buyers with net purchases totalling \$3.7bn in 1983 and \$1.5bn in the January to March period, slowed the pace of their acquisitions to

Net purchases of foreign stocks by U.S. investors (\$m)				
	4th qtr 83	1st qtr 84	2nd qtr	
Europe	412	(54)	101	
France	101	41	24	
Netherlands	(17)	(183)	(42)	
Switzerland	38	15	(5)	
Britain	316	43	59	
Canada	(38)	(130)	(17)	
Japan	(152)	(183)	(230)	
All countries	207	(354)	(9)	

\$750m in the second quarter, taking total holdings to more than \$19.5bn.

Britain was a net seller of \$97m of the Treasury issues in the first quarter, but interest reawakened, producing purchases of \$785m in the three months to June.

Meanwhile, net foreign demand for U.S. corporate bonds declined from \$481m in the first quarter to just \$87m in the second, after purchases of \$972m in the whole of 1983.

The turnaround in demand for U.S. stocks was led by Asian investors, who were net sellers of more than \$1bn of U.S. equities in the first half.

Demand had picked up from a net \$3.8bn in 1982 to \$5.3bn in 1983. Purchases slowed to \$800m in the first 1984 quarter, but sales of \$491m were seen in the second. The Europeans were net sellers of \$82m. However, demand held up in Canada, with purchases of \$67m for the first half and in Latin America with

\$325m of purchases, although in both cases demand slackened in the second quarter.

Much of last year's record U.S. investment abroad was concentrated in the first half of the year, and by the final quarter net purchases were down to \$207m. Net sales of \$354m were seen in the three months to March and that was followed by further sales of \$8m in the second quarter.

First-half net purchases of \$47m were recorded in Europe, after \$2.2bn purchases in 1983. First-half sales in Britain of \$47m compared with \$1.1bn of purchases in 1983, and similar caution has become evident in U.S. investors' approach to the French and Swiss markets. Net purchases of French stocks totalled \$101m in the final quarter of 1983, \$41m in the first 1984 quarter and \$24m in the second quarter.

For Switzerland, net purchases declined from \$38m in the final 1983 quarter to just \$15m in the first half of this year.

Net sales of \$17m were recorded in the Netherlands in the final 1983 quarter and these had picked up to \$153m in the first 1984 quarter. The selling trend continued in the second quarter with \$42m of sales.

A sharper pattern of sales was seen in the U.S. approach to the Japanese market, with net sales totalling \$152m in the last 1983 quarter, rising to \$193m in the first quarter and \$230m by the second 1984 quarter.

THE LEX COLUMN

New maths at the Bank

It seems the stock market was right after all. Over the past five years the rise in UK equity prices frequently looked at odds with the dismal news on corporate profitability which emanated from the CSO and other official agencies. In its Quarterly Bulletin of June 1982, for example, the Bank of England reported that the pre-tax real rate of return on trading assets was under 24 per cent, the lowest ever recorded. The point was dramatically illustrated by a series of precipitous graphs.

Yet in its latest Bulletin, of which extracts are published today, the Bank paints a very different picture of the recession. Using as the basis of its analysis the performance of the country's 1,800 largest non-oil industrial and commercial companies (ICCs), the Bank finds that - with the single exception of motors - every sub-section of the FT-A Industrial Group showed a positive current cost return on capital in each year between 1980 and 1983. In 1982, the year of its earlier article, the Industrial Group as a whole made a return of 8 per cent in current cost terms and of 14 per cent on a historic cost basis.

Capital spending

If the Bank's analysis is correct - and a few City sceptics believe its numbers are still too low - industry would appear to have taken an unduly cautious attitude towards capital spending over the past five years. Using the return on indexed gilts as a yardstick, virtually every industrial sector earned a higher real return on manufacturing assets during a period of unusually depressed demand than it would have done in the financial markets. And, while it is legitimate for companies to expect a risk premium in their return on fixed assets, the consistency of the high

real returns between 1980 and 1983 is quite remarkable.

It is not beyond the bounds of possibility, however, that official statistics have also understated, by a considerable margin, the extent of capital expenditure during the recession. Official sources and uses of funds tables do not seem especially reliable. It emerges from the latest Bulletin, for example, that the national accounts consistently overstated dividend payments by ICCs in the decade between 1973 and 1982. In that final year, the overstatement was no less than 66 per cent, equivalent to £2.2bn (\$2.7bn) of disappearing dividends.

The main empirical argument against the notion that industry has been spending heavily is the undoubted strength of corporate liquidity. The Bank estimates that the ICCs' financial surplus was £8bn in 1983 and, to judge from recent appropriation account figures, it has climbed further since. This year, for the first time, the financial surplus of UK plc may exceed the Government's budget deficit.

Yet the Bank itself acknowledges that, while the volume of manufacturing investment appeared to drop sharply between 1979 and 1982, the growth of off-balance sheet finance - principally leasing - makes the figures hard to interpret. Furthermore, the corporate sector's financial surplus can be explained by factors other than slow capital formation.

Tax payments have failed to keep pace with profits growth over the past three years, while a slight widening of dividend cover has also contributed to the increase in undistributed earnings. Above all, though, the rise in profits has resulted in a widening of trading margins - resulting from higher productivity and weaker sterling - rather than better demand. So the profits recovery has not placed the kind of pressure on working capital that it is suddenly wrong now.

characterised the late 1970s. And improved stock control techniques have ensured that inventories have risen less fast than sales. According to the Bank's figures, net working capital at balance sheet dates declined from 16 to 12 per cent of sales between 1978 and 1983.

There is, as yet, little evidence that the achievements of the past four years are being dissipated. The trading profits of the ICCs could well rise by around a fifth this year on a 10 per cent increase in sales, while, after allowing for the financial surplus, growth at the pre-tax level should be higher still. Remarkably few companies have reported disappointing results for the half year to June so far and, although dividend announcements have suggested some caution about the second half (not least because of the miners' strike), not many company chairmen look dismal at press conferences these days.

Earnings growth

Next year seems bound to see a slowing in earnings growth, although it would be surprising to see the increase in pre-tax profits, and for that matter in dividends, falling into single figures. The past five years have by no means created a recession-proof British industry and it is unlikely that sterling, which has contributed roughly 2 percentage points to profits growth this year and last, will be so helpful.

The Industrial Group is currently yielding 4.14 per cent and offering a historic earnings multiple of 12, which, for this stage in a cycle, might look demanding. But the ICCs will enter any slowdown equipped with new-found financial income and sporting historic returns on capital employed of close to 20 per cent. If the stock market was right between 1979 and 1983, there seems no reason to suppose that it is suddenly wrong now.

W. German Greens lift vote

By Rupert Cornwell in Bonn

THE RULING West German Christian Democrats (CDU) were last night heading for a sharp defeat in yesterday's municipal and borough elections in North Rhine Westphalia, at the hands of the opposition Social Democrats and the radical Greens.

According to early predictions the CDU had dropped back 4 percentage points or more since the last vote in 1979 to 42 per cent or less - to be overtaken by the SPD, with between 43 and 44 per cent.

The biggest victors, however, were the Greens, fighting on a vigorous anti-nuclear and environmentalist platform. The party, which made virtually no impact five years ago, is being credited with over 9 per cent.

For all the importance of local issues, the outcome has undoubtedly been coloured by the error-prone leadership lately of Chancellor Helmut Kohl in Bonn.

The outcome suggests that the battered Free Democrats (FDP) have failed to pull out of the nose-dive in popularity that has already seen them fail to win representation in Strasbourg at last June's European elections.

The party, damaged by scandal and policy uncertainties, is being given around 4.7 per cent of the vote. That is below the 5 per cent minimum required to win seats in state or national parliament, and almost 2 per cent down on five years ago.

Should those preliminary estimates be borne out by fuller returns, they indicate that the SPD, while likely to gain a majority next May, might find it very difficult to avoid governing North Rhine Westphalia without an alliance with the Greens - more clearly than ever established as the third force in both state and national politics.

Argentina to repay \$100m

Continued from Page 1

al Monetary Fund (IMF), it will be seeking a \$200m debt rescheduling to include public and private-sector debts and new loans from its commercial creditor banks.

Argentina is seeking a multi-year rescheduling package covering debt falling due between 1982 and 1985 and amounting to some \$12bn public-sector debt and an undetermined amount of private-sector debt. The amount of new money it needs has not been specified but it is estimated to be about \$3bn. Argentina also wants a multi-year rescheduling of its official debt.

The breakthrough in the Argentine debt negotiations was last week's announcement that Argentina had at last reached agreement with the IMF giving it access to SDR 4.4bn (\$1.4bn) of IMF credits.

Meanwhile, Yugoslavia has asked its creditor banks for a multi-year rescheduling of debt falling due from next year. Yugoslavia is believed to be seeking rescheduling of between three to five years' maturities in one package, but not to roll over 100 per cent of any one year's maturities.

Gromyko-Reagan talks 'set scene for constructive dialogue'

BY REGINALD DALE IN WASHINGTON

SENIOR MEMBERS of the Reagan Administration yesterday claimed that last week's series of exchanges with Mr Andrei Gromyko, the Soviet Foreign Minister, had set the scene for a more constructive dialogue between the U.S. and the Soviet Union.

They said, however, that the exact timing and the nature of further contacts with Moscow remained to be decided, and that the onus was now on the Soviet Union.

Mr Robert McFarlane, President Ronald Reagan's national security adviser, said that "a steady discourse of increasing quality" would start soon. Moscow, however, would probably need "a couple of months" before responding to the proposals for more intensive high level exchanges put by Mr Reagan to Mr Gromyko in Washington on Friday.

Mr George Shultz, the U.S. Secretary of State, said that at the end of his second meeting with Mr Gromyko on Saturday both sides had agreed that it was important to keep in touch. "The two superpowers would now work 'carefully and systematically through diplomatic channels' in the expectation of exploring all issues of mutual concern

and in the hope of coming to serious negotiations," he said on ABC television yesterday.

The official Soviet news agency Tass was less fulsome in its account of the Shultz - Gromyko meeting. Tass said that the two men had "agreed to have in future, if need be and by agreement, meetings of representatives", to discuss problems in areas such as Europe, the Middle East and the Far East, as well as other world issues.

The Tass report was nevertheless regarded as mildly encouraging by Administration officials. They pointed out that it did not repeat the criticism of U.S. positions made earlier in the week and appeared to leave open the possibility of more substantive negotiations.

The Tass report said that Mr Gromyko had emphasised in his talks with Mr Shultz that Moscow was "ready for normalisation and all-round development of relations" on the basis of equality, mutual respect and non-interference in each other's internal affairs.

White House officials claimed that this was about as much as they had expected to emerge from the talks, which had been intended to

do little more than break the ice in negotiations. U.S. officials had not expected a breakthrough on any issues of substance during last week's meetings, and had frequently said that they did not expect real progress until after the November 8 U.S. presidential election.

Nevertheless, Mr Walter Mondale, the democratic presidential challenger, immediately sought to turn the lack of concrete achievement at the talks into an electoral issue. He sharply criticised Mr Reagan for failing to make any progress in his first meeting with a Soviet leader after 44 months in office.

Mr McFarlane, however, said that it was too early to expect results and that it was now up to the Soviet Union to decide on the timing of further exchanges.

Mr Gromyko had not indicated any changes in Soviet positions. U.S. officials said, Mr Shultz said that Mr Gromyko was still insisting that the U.S. freeze its modernisation of defensive and deterrent forces, as well as its space weapons research programme, before starting negotiations.

Foreign Affairs, Page 18

UK set for Channel link talks

BY ANDREW TAYLOR IN LONDON

SENIOR UK transport department officials have signalled to the French Transport Ministry their readiness to reopen discussions on prospects for building a cross-Channel link.

Talks between British and French officials had been expected to start earlier this summer but were overtaken by the upheavals within the French Government with the appointment of M Laurent Fabius as Prime Minister.

The discussions should resolve whether the British position - that any Channel link must be built without British Government financial guarantees - is acceptable to the French authorities.

The French remain wary of British commitment to the project after the unilateral decision by the Labour Government in January 1975 to abandon plans for a Channel tunnel, even though construction had started several months earlier.

The three British-led private sector initiatives currently under study have reached the point where they can make very little further

progress until key issues are settled.

The consortia proposing the rival schemes say they are unable to start securing the financial backing requested by Mr Nicholas Ridley, Transport Secretary, until they are able to give bankers a clearer picture of the kind of terms under which they will be expected to provide finance.

Those include how a channel tunnel, bridge, or combination of both would be managed and operated; how financial returns are to be established; and what controls individual governments would require.

French and British officials, however, appear to be a long way from discussing such details.

Still to be resolved is how the French will respond to Mr Ridley's unanimous statement in May that the British Government will not provide financial guarantees at any stage of the project.

The UK Government's firm position is that, while it is prepared to promise not to take any action that would prevent a link between being

built, it is not prepared to provide guarantees to ensure that it is built.

The three schemes before British transport officials are:

- The Channel Tunnel Group - representing construction companies Wimpey, Costain, Tarmac, Taylor Woodrow and Balfour Beatty - proposing twin rail tunnels.

- Euroroute, proposing a cross-Channel link involving a combination of bridge and tunnel. British members of the consortium are: British Steel, British Shipbuilders, Trafalgar House and civil engineers John Howard and Fairclough Construction. French members are: Société Générale, banking group; GTM Entrepose, civil engineers; and Chaudiers de l'Atlantique, the nationalised shipbuilding concern.

- Euro Bridge, proposing a bridge across the Channel. Members of the consortium are mostly drawn from designers and consulting engineers, supported by ICI and British Petroleum. The consortium is also believed to have drawn support from some French interests.

visors' union, will today meet senior officials of the National Coal Board (NCB) and attempt to open up talks.

The union, which gained an 82 per cent vote for a national strike in a ballot last week, is now attempting to intervene in the miners' dispute by forcing changes in the closure procedure with a view to achieving a settlement acceptable to the mineworkers as well as to its own 17,000 members.

Mr Kinnock was last night also fighting to prevent the defeat of proposals to permit all party members to vote in the re-election of their local MPs after yesterday's decision by the Transport and General Workers' Union (TGWU) delegation to vote against in this afternoon's debate.

The outcome of the one member-one vote decision was last night looking finely balanced, although senior union leaders, including Mr Moss Evans, the retiring general secretary of the TGWU, thought it would narrowly pass.

The question has assumed a considerable symbolic importance both because of Mr Kinnock's personal involvement and because the centre/right leadership see it as a major step towards broadening Labour's popular appeal.

Brazil may speed up ore plan

By Andrew Whitley in Rio de Janeiro

A TOP-LEVEL mission from a consortium of Japanese steel mills led by Nippon Steel, which arrived in Brazil over the weekend, is expected to give permission for the speeding up of the Carajas iron ore project, Brazil's most important development scheme.

The Japanese mills, grouped in the Nippon Carajas Iron Ore Company, are the leading customers for the project, with long-term contracts for annual off-take of 7m tonnes - out of initial output of 15m tonnes - rising to 10m tonnes when the project is fully onstream.

Companhia Vale do Rio Doce (CVRD), the Brazilian state mining company, which is responsible for the \$2.8bn Amazon region project, is hoping to take advantage of the recovery under way in most industrialised nations' steel industries to bring Carajas forward by six months.

No official announcement has been made, but CVRD officials say privately they are hoping to reach agreement with their customers to allow the iron ore project to come onstream on January 1 1986.

The project - incorporating a mountain range full of high-grade iron ore, an 890km railway and a new seaport on Brazil's northern coast - is due to be officially inaugurated next March. On the existing schedule full-scale commercial operations are not due until July 1986.

With strongly encouraging signs of improvement this year in the world iron ore market, the order has already gone out from CVRD in Rio de Janeiro to speed up work on all aspects of the project. A fresh batch of contracts for work on processing plant at the mine site have recently been left, according to a senior CVRD official.

The 13-man Japanese mission will be looking in particular at the port handling facilities and railroad terminal under construction outside Sao Luis, on the coast of Maranhao state. This new export terminal will be the gateway to the markets of the industrialised world for the virtually untapped mineral wealth of the Carajas region.

Among the steel mills participating in the current mission are Nippon Steel, Nippon Koken, Sumitomo Metals, Kobe Steel, and the Nishin Steel Corporation. Representatives from four major Japanese shipping lines and trading houses are also taking part.

UK miners seek support

Continued from Page 1

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday October 1 1984

Hungary adds new life to syndicated loan market

BY MARGARET HUGHES IN LONDON.

HUNGARY brought new life to the syndicated loan market on Friday with the award of a mandate for a \$250m credit to a group of four banks: the National Westminster, acting as general agent, Fuji Bank, Orion Royal and Credit Commercial de France.

The credit is a multi-currency facility that will include a tranche denominated in European Currency Units (ECUs). The margin will be 1 per cent above Eurodollar rates throughout the six-year term, with a three-year grace period.

The credit, which will go out to selective syndication this week, is being raised by the National Bank of Hungary to assist in the country's 1985 investment programme. Participating banks will be paid a commitment fee of 1/4 per cent.

It is the fifth Euromarket borrowing by Hungary this year. Most recently it became the first East European borrower to tap the Eurodollar market raising \$75m through a four-year facility. Earlier in the year it also became the first East European borrower to launch a bankers' acceptance facility of \$150m and has undertaken its second World Bank co-financing deal, worth \$350m. Last year Hungary became the first borrower to use the new co-financing scheme where the World Bank participates directly in the syndicated loan.

The Soviet Union still appears keen for funds. Having raised some \$800m already this year, the most recent being a DM 500m loan arranged by Commerzbank for Vneshtorgbank, the Soviet Foreign Trade Bank, another \$100m credit is understood to be on the way. In the interim, Italy's second largest bank, Banca Commerciale Italiana, is understood to have agreed to extend an Ecu 30m medium-term loan to Vneshtorgbank.

The Soviet Union made its debut in the Ecu market only last month with an Ecu 75m issue led by Credit Lyonnais, which provided further evidence of its recent move to diversify its borrowings. The Soviet Union has also tapped the Eurodollar market for the first time this year. Further currency diversification is expected in future deals.

Elsewhere in Europe, Portugal's electricity authority, Electricidade do Portugal (EDP), has come to the market for \$50m. The mandate for the seven-year loan, with a four-year grace period, has been awarded to a group of four banks - National Westminster, which will be acting as agent, Credit Lyonnais, Fuji Bank and Union Bank of Switzerland. This will be a multi-currency facility of which \$7m equivalent will be in Swiss francs, with the rest in a combination of sterling and Ecu. The margin will be 7/8 per cent above Eurodollar rates throughout.

The first big Euromarket borrowing by Co-operative Retail Services of the UK has proved a success, enabling the sterling credit to be increased from the original £30m to £50m. Bank of America and Co-operative Bank led the issue.

Meanwhile, the \$350m multi-currency deal for another UK borrower, Britoil, has been completed with signing due for the middle of this month. Britoil is expected to make at least modest use of the new measure fairly soon, probably by tapping the Eurodollar issue facility. Thirteen banks, led by Citicorp, participated in the deal of which five, all US banks, were in the original \$400m credit which is being refinanced by this new triple-decker.

The other multi-facility deal in the market - the \$1.5bn jumbo for New Zealand - was oversubscribed at underwriting level with 38 banks committing \$1.86bn. However, the borrower does not want to increase the deal, and it went into general syndication at the weekend.

Another deal that will not be increased despite being substantially oversubscribed is the Ecu 50m Eurodollar issue for Irish Telecommunications, which is being handled by S. G. Warburg.

Deluge of fixed-rate issues

BY MAGGIE URRY IN LONDON

THE EURODOLLAR bond market was hit with another \$890m of fixed rate bond issues last week. As usual, the pricing of a deal determined which path issues took.

The classic explanation given by an issue manager was "the crucial thing is the market's perception that the lead manager is prepared to support it."

That aside, the Ralston Purina and Commonwealth Bank of Australia issues were generally regarded as the best of the crop, both ending the week trading well inside their selling concessions. Friday brought a batch of three deals, all lead managed by Credit Suisse First Boston, and all traded inside their gross fees.

One of these was a 29-year zero coupon bond for General Mills. Traders believe that the proceeds will be used to buy the U.S. Treasury 12 per cent bond, which just happens to mature on the same day in 2013 as the zero, in stripped form.

That way, they estimate, General Mills could pick up around 1 1/4 points of yield.

Merrill Lynch also launched a zero coupon bond, with a face value of \$300m and a 10-year life for the Student Loan Marketing Association. Although listed in New York, the issue will be accepted by the Eurobond settlement systems, Euroclear and Cedel, and is expected to be mainly sold outside the U.S.

Despite the weight of last week's issues, and some from the week before, the Eurodollar bond market managed to remain stable over the week. The mood, however, is fragile. On Thursday and Friday morning, everything looked rosy with real demand for the recent issues reported. As New York turned down on Friday afternoon though, the atmosphere changed again. Even so, issue managers still expect more paper to appear this week.

The Eurosterling market was the place to be last week and the non-

BNF Bank bond average			
Sept 28	100.524	Previous	100.546
High	100.524	1984	Low
100.524			98.056

British houses must wish the Bank of England would let them lead some issues in the sector. The new issues were both great successes.

ICI's convertible bond issue was increased from £75m to £100m on Friday, without the price wobbling from its 10 1/4 bid level. The deal was cleverly structured, and looked attractive from both the borrowers and investors viewpoint. ICI is getting its funds much cheaper than it could in the domestic market. Even if the put option after five years at 112 is exercised, the cost of funds will have been a good point lower than the British Government's borrowing cost. Investors suffer a high, 20 to 25 per cent, conversion premium, but in return get the safety net

of the 10.45 per cent yield to the put.

The Eurosterling floating rate note market has come on a lot in the last couple of years, and there has been quite a flurry of issues recently. In this market yields are always fixed over three-month London interbank rate (Libor), and it was a mark of the maturity of the market that last week Investors in Industry could borrow at a compound rate over only 21 basis points over Libor. That also was an increased issue, up from £80m to £75m.

Borrowers now realise it is as cheap to fund in sterling as dollars, and many FRN issues are connected with swaps back into dollars, or, as in 3/8s case, into fixed rate funds.

The Samurai market is also hotting up. October's calendar, at ¥125bn, is the largest yet seen. Nomura Securities has lined up 43 international banks and securities houses to underwrite the Bank of China's ¥20bn 10-year issue.

Expanding role for co-financing deals

BY PETER MONTAGNON IN WASHINGTON

IT IS probably no coincidence that Mexico's return to the private capital markets last week for the first time since 1982 took the form of a co-financing deal with the Inter-American Development Bank.

Co-financing, in which commercial banks join with a development bank in lending for a specific project, is now clearly emerging as a useful mechanism for those countries which are back on the road to financial health. It has already been used extensively by Hungary. With Mexico now following that example, bankers are looking to its use by other countries too, as they find they no longer need to seek forced loans from their international banking creditors.

One of the reasons for this is that the association of a major development bank with a commercial loan gives banks that extra comfort of

knowing the debt is more likely to be serviced on time.

The bank is in the middle of a pilot scheme of co-financing, which it expects will produce \$1bn of deals arranged in the current fiscal year. The total experiment still has to be reviewed by its board and officials say they also meanwhile want to evaluate how co-financing would be applied to instruments other than bank credits, for example in the bond market or with interest rate swaps.

Bank officials say they have been pleased with the response to co-financing by banks in Japan, the Middle East and Europe.

They are now however, looking at ways of applying the concept to the international bond markets, which have been barred to most developing countries since the debt crisis struck two years ago.

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %	
U.S. DOLLARS								SWISS FRANCES								
Takada River 5	40	2008	15½	(3¼)	*	Nippon Kangyo Bank	*	National President Board of N.Z. **†	150	1990	-	5½	100	Citicorp (Switzerland)	5.750	
Accor 5 ½	40	1999	14½	7½	100	Morgan Grenfell	7.500	Spain **†	75	1991	-	5½	100	Man Han (Suisse)	6.375	
Ralston Purina †	100	1989	5	12½	99½	Goldman Sachs, CSFB, Salomon Bros.	12.821	Long Term Bk. of Japan †	120	1994	-	5½	100	SBC	5.825	
Southern California Gas Co. †	80	1991	7	12½	99½	S. G. Warburg	12.806	New Zealand Steel Dev't. (c)	50 (min.)	1996	-	(7½)	-	Ranque Gutzwiller K. S.	-	
Commonwealth Bk. of Australia †	100	1989	5	12½	100	CSFB, Merrill Lynch, Deutsche, SBC, UBS (sacs)	12.375	Est-Inde Selys	50	1990	-	(2½)	-	CS	-	
Kanani Electric Power †	100	1989	5	12½	100	Nomura Int., RJJ Int.	12.500	BUILDERS								
Borden Inc. (d) †	100	1987	3	12½	100	Morgan Stanley, Salomon Bros.	12.500	ARN **†	150	1989	5	7½	100	A.B.N.	7.750	
Mitral Trust Fin. (HK) †	100	1989	5	12½	99½	CSFB, Mitral Trust (Europe), Banque Paribas, Men, Hanover, Morgan Stanley	12.946	BELGIAN FRANCES								
Bankers Trust N.Y. Corp. †	150	1989	5	12½	99½	Bankers Trust Int., CCF, CSFB, Lehman Bros. Int., UBS (sacs), S. G. Warburg	12.696	World Bank †	300	1990	6	11½	100	Soc. Gen. de Banque	11.500	
Export Development Corp. †	100	1989	5	12	100	CSFB	12.000	EDIS								
General Foods †	80	1989	3	12	100	CSFB, Salomon Bros.	12.000	EB †	50	1989	6	10½	100½	Kreditbank Lux.	10.633	
General Mills †	1000	2013	29	0	4.80	CSFB, Salomon Bros.	11.14	EB †	50	1994	10	11½	100	Kreditbank Lux.	11.207	
								E.C.S.C. †	50	1994	10	11½	100	Banca Commerciale Italiana, Banco San Paolo, Kreditbank Int.	11.250	
								Private Banks †								
									35	1991	7	11½	100	Kreditbank Lux.	11.250	
SWISS FRANCES								D-MARKS								
Korea Dev. Bank	100	1989	-	(6½)	99½	CS, SBC, UBS	*	Rehobank †	200	1994	10	7½	100	DB Bank	7.625	
Santos †	130	1994	-	5	99½	Handelsbank	6.068	Mortgage Bk. of Denmark **†	100	1991	7	7½	100	Commerzbank	7.675	
Mitsubishi Invel **†	100	1990	-	2	100	SBC	2.876	STERLING								
Shin-Etsu Chemical **†	30	1990	-	2	100	UBS	2.800	I.C.I. (p) †	100	1999	15	8½	100	Schroder, S. G. Warburg	8.508	
Takada River **†	30	1990	-	(2½)	100	CS	-	Investors in Industry (b)†	75	1994	10	1½	100	S. E. Warburg	-	
Nippon Tel. and Tel. †	100	1994	-	5½	99½	CS	5.441	YEN								
Aoki Const. **	100	1990	-	(2½)	100	Swiss Volksbank	-	Eurofin †	200	1994	8	7.4	99.50	Daewoo Secs.	7.50	
Sankyo Sanki Man. †	100	1990	-	(2½)	100	SBC	-									

* Not yet priced. † Final terms. ** Private Placement. ‡ Convertible. † Floating-rate note. (a) Put after 5 years at \$112. (b) Spread over 3-month Libor. (c) Spread over yield on 5-year Swiss confederation bonds refinanced after 5 years. (d) Extensible to 1996, coupon reset after 3 years.

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This announcement appears as a matter of record only.



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Commerzbank Aktiengesellschaft Credit Suisse First Boston Limited
Samuel Montagu & Co. Limited Morgan Guaranty Ltd
The Nikko Securities Co., (Europe) Ltd. Orion Royal Bank Limited

Salomon Brothers International Limited Swiss Bank Corporation International Limited

Amro International Banca della Svizzera Italiana BankAmerica Capital Markets Group

Bank Gutzwiller, Kurz, Buegener (Overseas) Bank Ippa Bankhaus Hermann Lampe Banque Leu International Ltd.

Banque Generale de Luxembourg S.A. Banque Indosuez Banque Internationale à Luxembourg

Banque Nationale de Paris Banque Paribas Belgique S.A. Banque Worms Baring Brothers & Co., Limited

H. Albert de Bary & Co. N.V. Bayerische Hypotheken- und Wechsel-Bank Bayerische Vereinsbank

Berliner Bank Chase Manhattan Capital Markets Group Chemical Bank International Group

Citicorp Capital Markets Group County Bank Credit Commercial de France Credit General S.A. de Banque

Credit Lyonnais Credit du Nord Dai-ichi Kangyo International Daiwa Europe Limited

Deutsche Girozentrale DG Bank Dominion Securities Pitfield Dresdner Bank

Effectenbank-Warburg Enakilda Securities First Chicago Erste Bank

Fuji International Finance Genossenschaftliche Zentralbank AG Hessische Landesbank Hill Samuel & Co. Limited

Kleinwort, Benson Kreditbank International Group Lloyds Bank International LTCB International

Meidold Young Weir International Merrill Lynch Capital Markets Midland Doherty Midland Doherty

Mitsubishi Finance International Mitsui Finance International Morgan Grenfell & Co. Limited Nederlandse Credietbank NV

Nasbit, Thomson Nomura International Norddeutsche Landesbank Sal. Oppenheim jr. & Cie.

Oesterreichische Landesbank Pierson, Hedrick & Pierson N.V. PK Christiana Bank (UK) Rabobank Nederland

Rra Brothers Plc Sarwa International Sarasin International Securities Limited Schoeller & Co. Beskatungs-gesellschaft

Societe Generale Societe Generale de Banque S.A. Societe Siquanaise de Banque

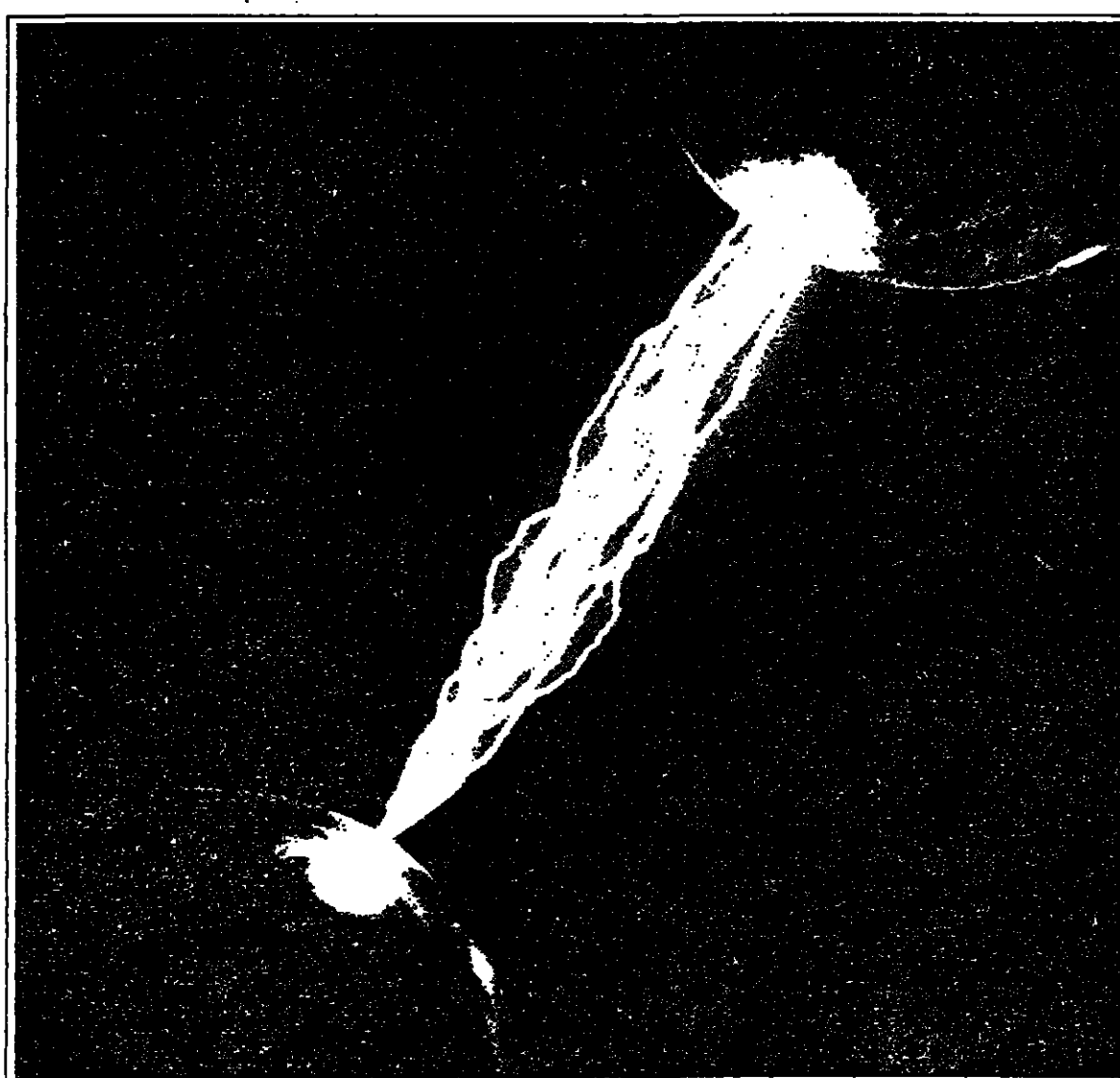
Standard Chartered Merchant Bank Sumitomo Trust International The Taiyoko Bank (Luxembourg) S.A.

Toronto Dominion International Verband Schweizerischer Kantonalbanken Vereins- und Westbank

S.G. Warburg & Co. Ltd. Westdeutsche Genossenschafts-Zentralbank e.G. Westdeutsche Landesbank

Westfrieslandbank Yamaichi International (Europe) Yasuda Trust Europe

September 1984



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FINANCIAL TIMES SURVEY

Monday October 1 1984

Energy Management

The UK's energy conservation programmes have been sluggish compared with those of other countries. Intensive efforts made by industry and other sectors are beginning to match those of nations which do not have abundant fuel resources

A lack of clear targets

By
Maurice Samuelson

BARRING A dramatic outbreak of peace in the protected coal dispute, the approaching winter will pose the greatest threat to the UK's energy supplies since the time of the three-day week a decade ago.

Despite defiant claims by Ministers that power cuts will be avoided this time, the chilling reminders of 1974 will inevitably sharpen public consciousness about energy conservation at a time of the year when households are already turning up their heating and using more lights.

The crisis is an appropriate occasion for considering how the UK has managed its energy needs since 1974. The picture which emerges is of a country with abundant fuel resources, but an awareness that this can sometimes be a mixed blessing.

On the credit side, the UK has developed its North Sea oil and gas reserves on such a scale that the output rivals that of some of the members of the Organisation of Petroleum Exporting Countries. The country has enormous reserves of coal, combined — as recent months have illustrated — with some flexibility in the choice of fuel for generating electricity.

As part of the long-term response to the 1974 and 1979 oil price shocks, there has been a general drift away from oil, vehicles travel more miles per gallon of petrol or diesel, and many industries have been pro-

ducing more with less energy. On the other hand, the UK's conservation programmes have also been sluggish compared with other countries. The achievements have also been marginal compared with the estimates that UK demand could be cut by at least one-third by adopting proven and cost-effective measures and even more by modest alterations in present energy consumption patterns.

Among industrialised countries in the West, the UK is virtually alone in not adopting a comprehensive set of clear targets for reducing energy consumption and for the replacement of oil by other fuels. While offering some support to encourage efficiency measures and fuel substitution, the Conservative government has been generally content to let prices influence energy demand.

Invest

Between 1979 and 1984, the UK spent less than \$5 per household per annum on insulation and £12 per household per annum on better energy efficiency. In 1982, France, West Germany and the Netherlands spent seven times as much per citizen as the UK, and Denmark spent 14 times more.

In industry and commerce, investment on energy saving has been held back by the high interest rates and the wish to invest in ways which seem to promise a faster return.

Comments of this kind constantly recur in an impressive succession of reports about the UK's energy policy published in the past year by British parliamentarians, EEC officials, the

International Energy Agency and by private commentators.

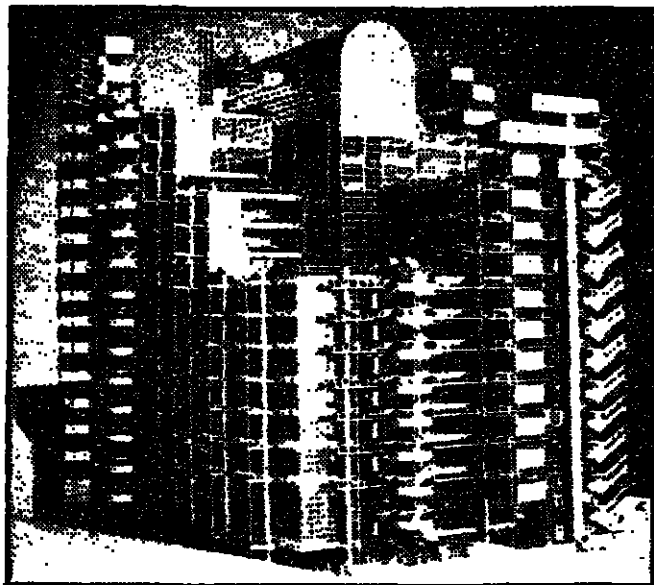
The latest, out today, points to the conflicts of UK public policy objectives which seek to promote energy conservation while at the same time continuing to encourage people to adopt increasingly energy intensive living patterns.

Its author, Dr Mayer Hillman, assesses conservation's contribution to UK self-sufficiency in energy and says that UK self-sufficiency could be greatly prolonged beyond the generally accepted time limits but only if it starts to feature more prominently as an objective of public policy.

Dr Hillman, a senior research fellow of the London-based Policy Studies Institute, claims there are social and institutional barriers to greater energy conservation and links them with the need for Government to adopt a longer-term perspective in forming its energy policy.

Calling for more radical policies and "a reform of Government thinking," he says too much attention is paid to investment in energy supply and not enough to the demand side. Among his suggestions for rectifying this he lists:

- The introduction of energy labelling practices for buildings and energy-using appliances;
- Revision of the Building Regulations;
- Heavy subsidies for retrofitting buildings to improve their energy features;
- Standards and targets of energy efficiency for commercial vehicles, similar to those published for cars;
- Transferring the charge for



The new Lloyd's of London building to be completed next year. A computer-controlled system will provide automatic and local switching control, via fibre optic links, for 4,500 lights and 1,500 heat pump and fan air terminals.

vehicle excise duty to an additional charge on petrol.

● Differentiations of duty by engine size.

Criticisms also appear in the latest annual report by the IEA about members' energy policies, which urges the UK to "consider the desirability of articulating more completely the goals and objectives of its energy policy."

Praise

However, those families' criticisms are tempered by the IEA's praise for what it describes as "a very positive change" in UK Government policy. This was last October's establishment of the Energy Efficiency Office within the Department of Energy.

If the Office's impact has been greater than its political mandate would suggest (large areas of Government spending on conservation are outside its control) this is largely due to Mr Peter Walker, Energy Secretary, who has made conservation one of his top priorities. He has done so by frankly

recognising that the UK is one of the most backward industrialised countries in terms of energy efficiency. When he launched the Efficiency Office a year ago, the coal strike was still little more than a gleam in Arthur Scargill's eye and Government and public interest in energy conservation were at their lowest ebb for five years.

While reopening public discussion about it, Mr Walker has also embarked on a series of practical measures. He is trying to encourage manufacturers and retailers to label domestic heating appliances according to their running costs, one of the proposals mentioned by Dr Hillman. He is also trying to encourage a rating system for the energy efficiency (or inefficiency) of houses.

Officials in his department are also pressing for energy consumption figures to be made a statutory part of company reports.

On the financial level, Mr Walker has announced a further £65m to extend until 1990 assistance for industrial and commercial demonstration

schemes from which other energy users can learn.

By diving headlong into the conservation issue, Mr Walker not only set out to swim against the stream of public apathy but has implicitly charged his predecessors with sharing that apathy.

His next major public platform on conservation will be next month's national energy management conference at the Birmingham National Exhibition Centre. One of its first sessions will be a round table discussion between Mr Ian MacGregor, National Coal Board chairman, and his opposite numbers from the gas and electricity industries—Sir Denis Rooke and Mr Philip Jones.

The conference is an annual event launched by Mr Tony Benn, former Labour Energy Secretary, in the mid-1970s. Attendances have grown steadily but conference has rarely attracted general public notice although with Mr Scargill's help, this year's might be more newsworthy.

Emphasis

Its real importance, however, will be the light it sheds on the level of UK energy management expertise and the state of the energy equipment industry. The term "energy manager" was coined in the 1970s to give more emphasis to the personnel

responsible for this important part of national life. They represent a wide cross-section of technicians, heating and process engineers, fuel purchasers and administrators, but have yet to coalesce into a recognised profession. But like the conservation issue itself, energy managers seem to be gradually growing in public stature.

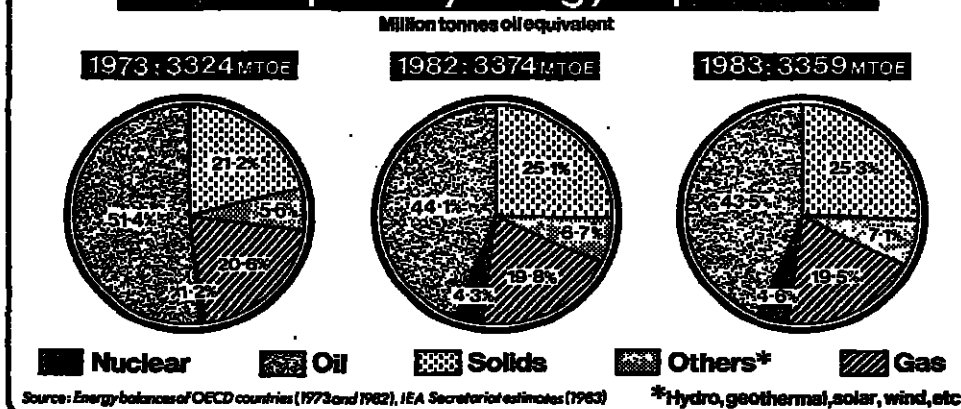
There are now some 5,000 energy managers throughout the country, associated with 70 discussion groups organised by energy efficiency officers based in the regional offices of the Department of Trade and Industry.

Since 1979, the Energy Department has been organising courses for energy managers. These were run initially at the British Gas school of fuel management and are now concluded under the auspices of the British Institute of Management. Courses are also being developed at several polytechnics.

However, the aim is not to produce yet another specialised stratum of managers, but to spread the habits and skills of energy efficiency as widely as possible throughout the population as a whole.

"Conservation's Contribution to UK Self-sufficiency," by Mayer Hillman, British Institutes' Joint Energy Policy Programme (Heinemann Educational Books, £9.50).

IEA total primary energy requirements



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ENERGY BLUEPRINT

PLANNED EFFICIENCY AND ECONOMY IN THE USE OF ELECTRICITY. 23

Energy efficiency at work

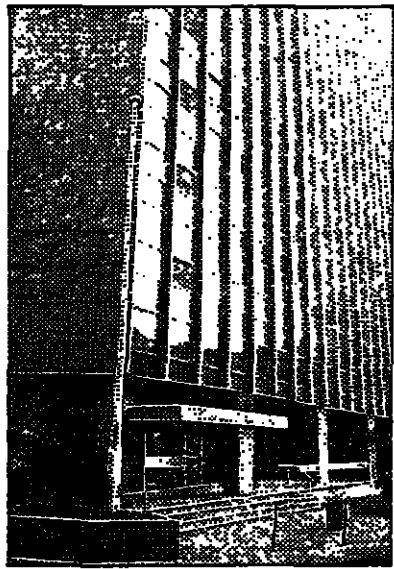
An analysis of competing heating and cooling systems for refurbishing a nine-storey office building recently showed that electric heat pumps combined with overnight storage would save 41 per cent in energy costs — the highest saving of all the options considered. Having chosen the most efficient system for the job — three heat pumps backed up by two 17,500 litre heat storage vessels — the client was able to take possession of the completed installation just four months after his decision.

The system was needed as part of a modernisation programme for offices in Warwick Row, London. A 20-year-old district heating scheme, which serves nearby buildings, had been providing high temperature hot water in winter and summer for the Warwick Row building. It provided the heat needs in winter and cooling via an absorption chiller, in summer. Calculations showed that, if this building was disconnected, the district heating system could be operated more efficiently. So an energy cost analysis of the different options in upgrading

the plant was undertaken by Carrier Air Conditioning Limited. This showed that various systems could cut costs drastically — the electric option most of all.

Three large air-to-water heat pumps were installed on the flat roof. These are linked to the primary air supply plant and also to the two-pipe induction system. In summer, at an ambient of 30°C, the heat pumps have a cooling output of 504 kW when supplying chilled water at 7°C. In winter, at an ambient of -1°C, they have a heat output of 381 kW providing hot water at 50°C. Supplementary heating for the existing air conditioning system is supplied by two thermal storage vessels. These 17,500-litre vessels are located in the ground floor car park. They hold water at 93°C and are recharged overnight by electrode boilers using off-peak electricity.

The system has automatic controls, closely matching performance to need. This precision in performance, together with speed of installation, were major attractions in their own right. Allied with



Refurbished offices in Warwick Row, where actual energy savings were greater than expected — 48% in the first year.

impressive savings in operating costs, they add up to a powerful argument in favour of electric heat-pump-based environmental systems — an argument conclusively won at Warwick Row by the consultant's detailed economic analysis. For further information tick box no. 1.

New brochure explains heat recovery

Heat losses which could easily be eliminated account for the wastage of over a third of all fuel burned in the United Kingdom. This uncomfortable fact is the starting point of a brochure now available from the Electricity Council. Its main conclusion, however, offers some comfort to designers and equipment specifiers — by using heat-recovery systems, much of that heat could be saved and re-used.

As well as being a helpful introduction to the subject, the brochure is also a highly practical guide to a variety of heat-exchanger applications. It shows how, in conjunction with high standards of insulation, the most modern equipment raises

energy efficiency drastically, by recovering the heat from one point for re-use at another.

The point of recovery is varied; exhaust air or warm water all contain a residue of heat which can be recovered after its initial use. The booklet shows how, in a wide variety of cases, heat reclaim may be a worthwhile proposition. It emphasises the need for proper preliminary assessment, so that the equipment installed meets the need most cost effectively.

A comprehensive list of the benefits of heat recovery includes reduced energy consumption, flexibility to cope with future expansion of the system, and a shorter boiler

operating season. The brochure also features heating analysis charts and a step-by-step guide to choosing the best equipment.

This, along with a list of what is available, forms an aid to making a rational choice for all sizes of heat-recovery installation.

The new publication is an important introduction to a subject of growing importance. For, as the brochure points out, waste of heat is occurring in an era when energy is not cheap and when costs are on the increase. It is a timely summary of how modern heat recovery can help eliminate waste and cut energy costs. For further information tick box no. 2.

Awards for light savings

The Energy Management in Lighting Awards Scheme (EMILAS) was founded in 1977, since when its entries are estimated to have accrued energy savings of 120 million kilowatt hours. Each year the winning and highly commended entries are widely publicised in national and trade press, but there are hundreds of runners-up who have also made significant improvements in their lighting.

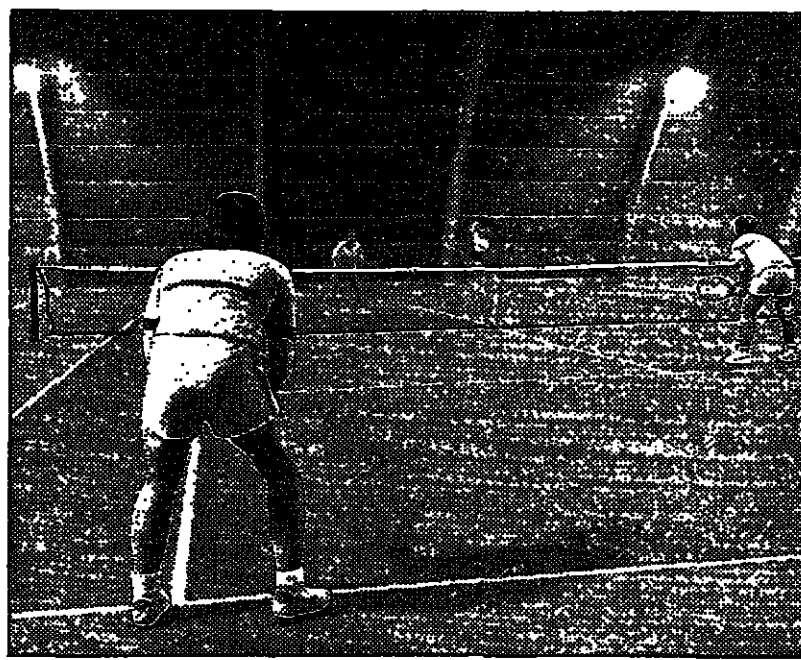
Many of these have taken a reasonably efficient installation and improved it still further. Others have produced novel solutions — perhaps adapting existing equipment to a new application, or vice versa. For these the reward is in the savings they have made and justifies calling EMILAS the competition where everyone wins.

Typical of those who have improved on an existing scheme without radical changes is Binns Limited, whose store in Sunderland has had its lighting load reduced from 34 kW to 20.5 kW. This 40 per cent reduction was achieved by replacing conventional T12 fluorescent lamps with the new slim T8 triphosphor lamps. These combine good colour rendering with a high efficacy and have, in fact, increased the average illuminance from 550 lux to 650 lux.

As well as reducing the lighting load, a building energy management system has been installed, which together with revised switching arrangements offers potentially higher savings.

It is not only refurbished installations that qualify for the EMILAS Award but also completely new installations, which are compared against a theoretical efficiency target. In some situations, however, efficiency must take second place to providing the right lighting effect.

One such scheme was Chapel Allerton Lawn Tennis and Squash Club, where high-pressure sodium



Energy-efficient lighting at Chapel Allerton.

(SON) and metal halide (MH) lamps were blended to provide a combination of high output with good colour rendering on three indoor tennis courts. Lighting from the sides rather than from above reduced the number of luminaires necessary but still gave good uniformity over the courts. The

installed load is 11.31V per square metre and provides just under 500 lux, which compares favourably with less-demanding applications.

EMILAS is an ongoing competition and entry forms for 1984 are now available. If you are improving lighting, tick box no. 3 for further information.

Please send me copies of leaflets/information on the following topics. Please tick as appropriate (UK only).

☐ 1. Warwick Row offices

☐ 2. Heat recovery

☐ 3. EMILAS

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Energy Management 2

A new body is busy putting across the government's message, as Andrew Warren explains

Energy Efficiency Office takes the strain

ENERGY conservation was the subject of one of the few specific commitments incorporated into the 1983 Conservative election manifesto, which promised to set up a new efficiency office to take care of the problem.

The promise did not emerge from a vacuum or a political whim but followed proposals by the House of Commons Select Committee on Energy, the House of Lords EEC Committee and Lord Rayner, the Prime Minister's scourge of the public sector. Each in turn had examined the subject and declared that there was indeed a problem regarding the Government's handling of it.

Within months of the election, the Energy Efficiency Office was set up in the Energy Department. Its objective was simple: to save 20 per cent of the energy currently used, thus reducing the nation's fuel bills by £70m a year. As Mr Peter Walker, the new Energy Secretary, put it: "I have set a target that, by the end of this Parliament, Britain should be at the top of the league on

energy efficiency, not at the bottom."

The Manifesto had at no stage spelled out just how the Energy Efficiency Office was to be run. It was not even certain at first that it would remain within the Department of Energy. Parliamentarians had seemed to favour a separate quango like those in several European countries and in some American states. The Commons Select Committee had even proposed an independent Ministry of Energy Conservation.

Flourish

In the event, the new office merely subsumed the existing conservation division of the Department of Energy, whose officials changed their titles within the new office, which was launched with a flourish this time last year.

The continuity of staff from the old division caused some cynics to describe the change as little more than a make-work exercise for carpenters in the departments—changing titles on the doors.

However, the last year has shown such unkind jokes to have been largely misplaced. The creation of the EEO has

transformed the attitude of Department of Energy officials towards energy conservation. The old conservation division, grafted uncomfortably on to the old Ministry of Fuel and Power, was not one to which high flyers within the Department aspired. However, both the morale and the purpose of the staff employed in the office have increased immeasurably. Rising stars in the department jostle to join it and in other divisions there are numerous complaints about the amount of manpower now allotted to the EEO—up 30 per cent in one year to 98 staff—particularly considering the relative size of the expenditure they control or monitor.

Mr Walker and his impressive junior minister, the Earl of Avon (replaced last month by David Hunt), have appeared regularly at businessmen's breakfast meetings all over the country, addressed numerous conferences, and visited factories, promoting the energy saving message.

Meanwhile, their staff under the directorship of Mr Bill Macintyre, organise promotional stands at shopping



Peter Walker, Energy Secretary: "I have set a target"

arcades and Ideal Home Exhibitions, at industrial exhibitions and county shows—and for the first time, are seeking to act as the sponsoring department for the burgeoning energy conservation materials industry.

The office's new agency, Doyle Dane Bernbach, is coordinating the creation of TV, radio and press adver-

tisements. In short, the Energy Efficiency Office is acknowledged throughout Whitehall to be taking full responsibility for the Government's new drive for energy efficiency.

On the other hand, the office has not obtained spending powers necessary to ensure that the policies succeed. Lord Rayner was

explicit when he called for all relevant Government expenditure to be transferred to the control of the EEO.

When he compiled his review, less than 10 per cent of related Government expenditure fell to the Energy Department. Since that time, the office's promotional budget has been expanded from £13.7m last year to £17m in 1984-85. But little has yet changed administratively.

The Energy Department has handed over the scheme whereby partial grants can be obtained in industrial and commercial premises to convert boilers from oil or gas to coal (a scheme which has not been so popular in recent months). But everything else—whether to do with energy conservation money for private homes, local authorities, job creation schemes, schools or hospitals—remains with the same Government Department as before.

This might not matter if the gust of enthusiasm waiting through the Energy Department was also being felt elsewhere in Whitehall, in towns, halls and regional health offices. But there are

signs that the other Departments of State have seen Energy's initiative as a cue to relax whatever limited interest they themselves have in this area.

Last April, the Treasury caused problems in the residential conservation market by slapping VAT on all building work, thereby putting up the cost of all energy saving measures installed in the home.

Funds

Half way through the last financial year, the Welsh Office withdrew loft insulation grants without even first consulting the Department of Energy.

The decision of the Manpower Services Commission to cut off funds for the Neighbourhood Energy Action head office, the support team for some 70 local insulation projects around the country, was approved by the Secretary of State for Employment, despite protests by Conservative MPs. It was left to the Energy Efficiency Office instead to pick up the tab to ensure this vital work continued.

The building regulations

covering the thermal efficiency of buildings will fall under the bailiwick of the Department of the Environment or the Scottish Office where, despite prodding from EEO officials, there seems to be little urgency to solve such anomalies as the lack of mandatory heating controls for homes; the discrepancy between the heat retention standards for roofs in commercial as opposed to domestic premises; and the absence, unique in Europe, of any measures to cover floor insulation.

This, despite the fact that in 1984 a home loses nearly a quarter of its heat through the floor.

The Health and Education Departments continually call for greater financial efficiency by their constituents. Yet while most Government-funded capital projects are not expected to pay for themselves within 15 years, neither of these departments will fund energy-saving projects with pay-back times of more than five years.

Andrew Warren is director of the Association for the Conservation of Energy.

Government support schemes

Energy Efficiency Survey Scheme—Short Survey
The EES "Short Survey" replaces the "one day" survey scheme. Grants of half the consultancy fee up to a maximum of £250 (excl. VAT) are available. Prior approval from Dept. of Energy is not necessary.
Contact:
Energy Efficiency Office,
Department of Energy,
Thames House South,
Millbank, London SW1P 4QJ.

Energy Efficiency Survey Scheme—Extended Survey
A 50 per cent grant, subject to a maximum of £10,000, is available towards the cost of an extended survey. There is some flexibility to limit the scope of the survey to parts of a building, plant, or system. Prior approval is necessary and applications must include a survey proposal.
Contact: as above.

Energy Efficiency Demonstration Project Scheme (EEDPS)
Financial assistance is available towards energy conservation projects which satisfy a number

of criteria related to the national energy savings expected to accrue from the demonstration of innovative techniques.
Contact:
Dr W. M. Currie
ETSU
Building 156
AERE Harwell
Didcot
Oxon OX11 0RA
Tel: 0235 834621

Industrial Heat Recovery Consultancy Scheme
Manufacturing companies with an energy bill exceeding £100,000/yr in a single factory may qualify for:
● total reimbursement for consultancy up to £3,000
● half the cost beyond £3,000 up to a maximum of £7,000 for an acceptable consultant to undertake design, specification and tender appraisal work for a heat recovery project in their factory.
Contact:
Mr R. Gluckman
DTI Industrial H R Scheme
W. S. Atkins and Partners
Woodcote Grove

Ashley Road
Epsom
Surrey KT18 5BW
Coal Fired Boiler Conversion Grants

The Government provides up to 25 per cent of the capital cost of converting non-domestic boilers, furnaces and ancillary equipment from oil and gas to coal.
Contact: Dr V. T. Brooks,
Room 233,
Dept. of Trade and Industry,
S.E. Region,
Ebony Bridge House,
2-13 Ebony Bridge Road,
London SW1 8QD.
EEC Energy Conservation Demonstration Projects Scheme

The European Commission periodically announces dates by which applications should be submitted for consideration under this scheme.
Contact:
European Community Commission
Information Office
20 Kensington Palace Gardens
London W8 3AQ
Tel: 01-727 8090

Search for a sensible programme



William Macintyre, Office director: more challenges

MR WILLIAM MACINTYRE, director-general of the Energy Efficiency Office, is currently in the position of a chef who has just produced a tasty breakfast and is wondering how to repeat the success at luncheon.

Summing up the first year since Mr Peter Walker, Energy Secretary, launched the efficiency office, Mr Macintyre says that it has scored several successes but sees a lot more challenges ahead.

He lists five barriers towards what he calls "a sensible energy efficiency programme." Those are:

- Lack of information;
- Lack of interest;
- The weak and fragmented state of the efficiency equipment industry;
- "Structural" problems—such as landlord/tenant relations which inhibit energy-saving decisions by fuel users;
- The physical or financial handicaps of energy consumers who lack the ability or the cash to apply energy saving measures.

He insists that the information gap has to be tackled first, and says his office has been involved in a consistent programme of giving advice and information to domestic consumers. They have been courted throughout the country by "road shows," caravans and exhibitions in shopping centres which, by the end of the year, will have appeared at 100 locations.

However, he says the energy equipment industry itself followed up this campaign by selling sufficient goods and services to the public.

The "outstanding success" of the office's first year had been the campaign aimed at non-domestic energy consumers. Mr Peter Walker and Lord Avon, parliamentary under-secretary in charge of conservation, had participated in 25 breakfast meetings with local businessmen, industrialists and other executives.

Similar engagements were planned in a further 17 localities.

The early morning message which Mr Walker and his staff were trying to get across was that senior executives had to be involved personally in their companies' energy performance; that each company should have a qualified employee responsible for energy efficiency; that they should adopt energy targets and monitor progress towards them; and they should

take advantage of Government-funded survey schemes.

According to Mr Macintyre, when Mr Walker first mooted the breakfast time crusade, local branches of the Confederation of British Industry and the Industry Department's regional offices warned that they would not pull in enough participants.

Faith vindicated

Mr Walker's faith was vindicated—430 people attended the first meeting at Solihull, Birmingham, 1,000 appeared in Manchester, 650 in Newcastle, and 600 at Aberdeen. Following the Manchester meeting, the energy efficiency official at the Industry Department's regional office there was asked to visit 300 sites in the vicinity.

Besides the Ministerial campaign to contact senior execu-

tives, the Energy Efficiency Office has also been sponsoring conferences for the 6,000 people identified as energy managers.

At present, the energy managers are organised in 74 groups on a regional basis. However, the Energy Efficiency Office feels these have not been developing satisfactorily and would like them to be regrouped on an industry sector basis, as is already the case in some industries such as brewing and chemicals.

The Office also takes a sectoral approach in its programme of monitoring and targeting the energy use of selected groups of companies, whose results are then made available to other companies in the same industry.

Paper and textile manufacturers have already been given this treatment and a further 18 industries are also being studied. As a result of their findings it is hoped that companies will overcome their hesitation about investing in new energy-saving technologies.

Mr Walker's emphasis on publicity also prompted him in the Spring to enlist the support of five businessmen from outside his Department to act as "marketers" for energy efficiency. Their subsequent activities have attracted far less publicity than their original appointment. So far, they have proposed that houses should be classified according to their energy efficiency, and there should be efficiency labelling of electrical appliances.

To support the first proposal, the Energy Department is financing HEAT (the home energy audit and treatment scheme), involving surveys of homes and discounts for householders on energy-efficient equipment.

Mr Macintyre and his colleagues admit that their Office has not been given the wide-ranging powers suggested by the Rayner study of Government conservation policies. In addition to pointing to the increase in the Office's manpower and budget in the past year, they claim they now enjoy much closer relations with the Environment Department and the Property Services Agency (PSA) which manages the government's building stock.

The exception was the "unfortunate debacle" of the Welsh Office's cancellation of grants to local authorities for insulation, but he blames this partly on the fact that Welsh Office expenditure had been so drastically slashed that its staff was hard from travelling from Cardiff to London.

They also claim that the Welsh freeze on insulation grants was only temporary—"not death but suspended animation."

Transport policy, another area crucial to energy consumption, also remains under the aegis of another Government department. Nevertheless, in the past year, there had been no major bit of transport policy which had not been first checked with the Energy Efficiency Office before implementation.

Outside Government circles, the Energy Efficiency Office also enjoyed very intimate contact with the Confederation of British Industry providing further evidence that its influence was more pervasive than its formal status would suggest.

Maurice Samuelson

A question for Research and Technical Directors

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HARWELL
Technology for Industry

United Kingdom Atomic Energy Authority

State scheme paying off

IF SEEING is believing there is a good chance that the Government's attempts to encourage industry to make energy savings will at least partly succeed.

Not everyone believes that enough is being spent on energy conservation, but Government support has already made an impact.

Take the case of Staffordshire teapot and giftware manufacturer James Sadler and Son. More than 18 months ago, the company replaced a 47-year-old tunnel kiln producing biscuit earthenware with a £225,000 single-layer fast-firing tunnel kiln.

Energy savings have been more than 60 per cent, producing a 4.4-year payback period on energy savings alone.

There have been other benefits, too, from direct labour savings and reduced work-in-progress, which have further reduced the payback period.

Since then more than 200 visitors have travelled to Stoke-on-Trent to witness the change. For James Sadler is one of about 250 companies supported by the Energy Conservation Demonstration Project Scheme (EEDPS) which began in 1978.

Run on behalf of the Government's Energy Efficiency Office by the Energy Technology Support Unit at Harwell, the scheme offers grants of up to 25 per cent to the initial customers of novel energy-saving projects.

In return, the company and the equipment manufacturer both agree that an independent assessment of the project results be made for distribution to others, including rivals, who could also benefit.

By this process, it is hoped, others will follow when the success of a project has been demonstrated. Replication is the key word, as it was at police headquarters in Sheffield where an automatic lighting system in South Yorkshire was installed

after a similar scheme by Bradford Metropolitan Council.

Although senior police officers were hardly enamoured with the idea (they thought the control switches might look like Christmas decorations) the system has saved £10,000 in the last 12 months to pay back the cost of the equipment installation.

Mr Ken Curry, the Energy Technology Support Unit's programme manager, says there have already been more than 2,000 such replications.

His objective is to achieve national savings of £5 per annum for every £1 put in. So far the cost of the scheme has been about £60m. But critics, including the Commons Select Committee on Energy, argue that not enough is being spent on cutting the demand for energy, compared with what is spent on research and development elsewhere—especially in nuclear research.

In Mr Curry's view, money has not been a problem. Companies have not exactly been clamouring at Harwell's door in order to qualify for grants, he says.

"We have not been inundated with proposals for new projects," he admits. "Part of the problem has been the shortage of capital in industry and the economic environment which has made companies unwilling to invest in relatively long-term projects."

many companies are living on a knife-edge.

"In some sectors it is uncertain even whether there will be an industry in 10 years' time," says Mr Curry. "In some demonstration projects the companies we have supported are not saving as much as they could because they are only running at half capacity."

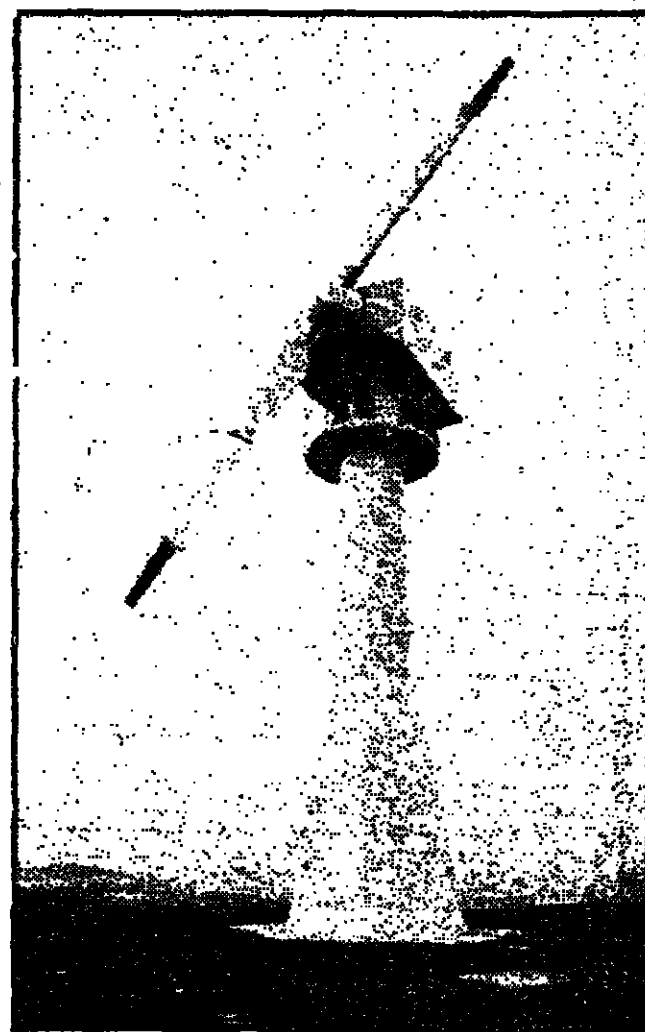
Initially, the major problem centred on making people aware that the scheme existed. "The Government was initially very slow to publicise the scheme," says Mr Peter Sadler, managing director of James Sadler.

This year the aim is to reach at least 10,000 carefully selected people through invitations to promotional events. This will be backed by national advertising and marketing efforts by the equipment makers; and for the first time Mr Peter Walker, Secretary of State for Energy, has confirmed the scheme's long-term future.

Mr Walker, took the opportunity at a seminar last month to announce a £500,000 study—to be conducted at the Atomic Research Centre in Harwell—to show how £1bn worth of energy can be derived from waste heat and from the atmosphere.

With the existing 253 projects, the long-term replication target is worth more than £300m in energy savings at current prices, and over the next few years it has been proposed to increase the number of demonstration projects to 550 to realise the full potential of the scheme.

But the Unit is attempting to switch the emphasis of its approach from new schemes to promoting replication. The idea is that once a scheme has been shown to be successful, much of the risk has been taken out of any new investment. "It's just a question of getting that message across," says Mr Curry.



Harnessing wind energy

The Wind Energy Group's 20-metre turbine on the island of Orkney was connected to the grid last year. It is the prototype for a 60 metre diameter machine, rated at 3MW, to be built on the same site next year and capable of producing enough electricity for 2,000 homes. The group has developed a new design 25 metre generator, to be commissioned by December at Iffracombe, Devon, which will be the focus of an overseas sales drive.

Energy Management 3

Trade group grows

AMONG THE companies which try to pick up business in the wake of Mr Peter Walker's breakfast-time pop talk about energy conservation, are the 67 members of the Energy Systems Trade Association (ESTA).

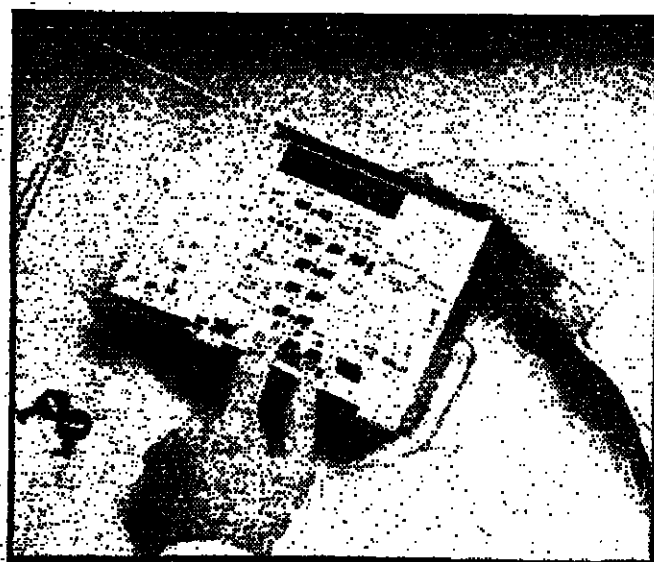
These are among the most highly specialised energy efficiency companies in the sense that this is their principal business and they are not merely trying to use energy efficiency as a subsidiary selling point for their product or service.

They are mostly smallish companies in a sunrise industry which until two years ago did not have its own trade association.

It was the need for such a body which prompted Dr Glenn Brookes, then a scientist at the Government's Energy Research Support Unit, Harwell, to suggest the formation of ESTA with himself as director.

Dr Brookes recalls that from an initial eight members, ESTA has now grown to its present size and says it finds itself in a continually expanding market covering five main sectors. They are:

● Heat recovery systems for industry commerce. ESTA



A lighting control unit. Equipment like this is being produced by an increasing number of companies in what amounts to a new industry.

members are said to have 60 per cent of the market currently valued at £10m a year, but which, according to estimates, is potentially worth £15m a year.

● Building energy management systems, a £20m a year market, 85 per cent of which is in ESTA members' hands and growing at 50-100 per cent a year.

● Incubators for heat recovery, a mature market worth about £12m a year, of which ESTA companies have about 35 per cent;

● Heat and energy management companies, currently an \$85m a year business of which 50 per cent is thought

to be in ESTA members' hands. Although the biggest market, it is highly specialised with only seven ESTA members. They are Associated Heat Services; Emstar; Shell offshoot; BP Energy; Boiler Operations and Maintenance (BOM); Utilicom; Utility Management Company (UMC); and Wellmore Energy Management, an offshoot of Debenhams.

The association also includes several energy management consultants, whose services are mainly limited to energy surveys and audits.

M.S.

Experts with an eye on fuel costs

WITHIN THE last 10 years of energy-awareness there has emerged a band of hopefuls dedicated to convincing industry, commerce, and local government that their recommendations for spending on equipment and services may not increase productivity one iota. Neither will the equipment deliver a single item of goods.

But the effective energy management this disparate group of in-house managers, consultants and energy services suppliers is trying to promote could knock a hefty lump from one of the largest items a finance director could wish off his balance sheet—fuel costs.

The problem for the hapless energy manager is that one of the fastest routes to giving a company that leaner, more efficient look, often appears to be longer. Making money without turnover needs time and conviction.

Perhaps it is this image of "invisible earnings" that has endeared energy management and its practitioners more closely to the heart of commerce than to the affections of the more rough-shod world of industry.

The main clearing banks, the oil majors, any trading group with a fair acreage of office space to service employs a member of its middle management squad to maintain and develop a high standard of background services—widely speaking, a comfortable atmosphere—at reduced cost wherever possible.

If we assume that an energy manager in commerce does not have available a computer-packaged audit system to measure energy consumption throughout a building, it is reasonably certain that he will have to call in a consultant to assess the heat load of the building, whether heat is being produced in the most efficient way possible (if the fuel is oil, it probably isn't), and how the various services can be most effectively controlled.

When the time arrives to reconsider services in the building, an energy manager then has to take on the role of odd job man.

It is difficult to identify the role of an energy manager, other than cost cutter, because the engineering services under his control are so broadly-based.

They will include the "plumbing" tasks of heating, ventilation and air conditioning (howsoever sophisticated the level of environmental engineering involved, most building services are distinctly short of glamour); electrical engineering, especially in establishing a system of low energy lighting with perhaps computer control of use of lighting (which often accounts for 40 per cent of a building's fuel bill); and a certain amount of computing expertise if these services, as well as alarm and surveillance services, are supervised through

a central building management system.

But these services are standard in most office buildings. Consider the lot of the energy manager in a process industry

Consultants

CHRIS CUNNINGHAM

who requires a more specialised knowledge of energy-consuming plant (and therefore a more diverse range of engineering skills than his commercial counterpart possesses). In an environment that almost certainly begs increased fuel efficiency, the task of the industrial energy manager can be largely an uphill struggle.

Suppose a process energy manager has reckoned and recommended cost-saving measures that might save his company 30 per cent or so on his fuel bill. The task of taking the argument to the point of action is frequently the toughest part of the exercise.

Management in industry is still convinced that internal investment capital is best spent on increased turnover, even though in both the long and short term the cost of higher throughput is likely to be impact on profitability. Few, though thriving, are the

companies who have recognised that an effective programme devised by an energy manager can help finance more tangible expansion.

The status of energy managers in manufacturing and process industry may frequently be in question. But there is little doubt about the poor showing of energy management in local government. A recent report from Leeds University, published by the Association for the Conservation of Energy, the lobby for energy efficiency supply companies, shows that less than 20 per cent of local councils in the UK have designated an energy manager.

Although there are notable exceptions, particularly the London Borough of Hackney, few councils see the task of promoting more efficient use of fuel as their territory—even councils with high rent and rates bills brought on by disastrously inefficient district heating schemes designed in the days of cheap oil.

None the less, energy managers in more enlightened areas of local government are taking on the task of insulating and weatherproofing local housing stock, that would otherwise deteriorate rapidly.

Within the last year or two, several groups of experts of energy management have decided that the steps to effective fuel efficiency are too many. Better, they suggest, to bring functions such as energy

auditing, selection of equipment, and, perhaps most convincing of all, the tasks in setting up an energy management scheme, footproof financing, under one umbrella.

These energy management bureaux, or in a slightly different guise, third party finance companies, have in common a service that involves choosing plant and equipment that will more-or-less ensure fuel savings, and offering the money to pay for capital items. These companies in effect take on much of the power of decision that the customer company's board might otherwise have to apply, and they have a more practised understanding of pay-back periods. (A bureau's income is an agreed share of the savings on fuel costs after a customer's energy services have been revamped.)

The progress of bureaux and third party financing companies is at an early stage. And their list of clients not unexpectedly leans closer to commerce than to the more specialised and more broadly-based requirements of industry.

If these organisations achieve anything close to the success of their older American siblings, there is every reason to suppose that a large slice of energy efficiency practice will emerge as a service industry rather than a group of individuals battling for status.

Chris Cunningham is editor of "Energy Manager."

Gaining control of the bills

Equipment

PATRICK COYNE

SUPPOSE THAT a steel works is running as an furnace at full tilt and carries on at this level into a period of peak load on the electricity board's demand schedule. And suppose, just to make sure that there are absolutely no complaints about heating level in its offices, a company turns up its thermostat a notch or two whenever the temperature drops outside.

The results of these two cases will be a swingeing penalty on the steel works' electricity bill, and a fuel bill maybe 5 or 10 per cent higher than it need be for the offices.

The lesson is that, no matter how sophisticated and efficient the equipment that consumes energy, opportunities for saving are limited if the level, and often the timing, of consumption of fuel is not tightly controlled.

The need to take control of energy consumption away from human intervention wherever possible, and to closely monitor any site in a factory or offices where there is any load on a company's fuel bill, coupled with advances in microelectronics and computer technology, has given rise to an industry based on energy management systems.

Energy management systems have developed in the light of progress in telecommunications technology. Even some of the technology—local network, star and ring configurations—reflects ideas in distributed data communications. And like telecommunications, the configurations available are as large in number as the applications.

Functions

A "standard" configuration might involve a controller station programmed with "setpoints" data which varies stress around a factory or office of offices. Among the lower-priced, box-on-the-wall type of controller, typically used for setting temperatures and computerising information in a heating system, Robertshaw of American's 3418 Energy Controller, and Sagepne of Port Glasgow's Fuel Control, include among its functions: energy cycling, optimum start and stop control, and demand limiting for electrical load.

In turn, these "intelligent controllers" might be configured as extensions for a central console. Such a system might have all the controlling of on-off switches, valves and the like to hardware scattered about one or several buildings. The controller's meanwhile, feed information back to a central supervisor station, perhaps in a control room.

Although a supervisor station may not take a direct role in controlling plant, its software will allow a human supervisor to build up a picture of what is happening at various remote sites (data is normally carried via a standard STD telephone connection). The 850C supervisor from Trend of Crawley is a recent instance of this type of system. It is implemented on a Hewlett-Packard desk-top computer and presents data as colour graphics.

Distributed or stand-alone energy management units are generally configured to switch

plant on or off at pre-set levels and at strategic moments (the beginning of a day's work or, say, at a period of maximum demand).

For even finer control of energy consumption, plant, the technique of direct digital control has emerged. Systems such as Johnson Controls' JC/65/40 building management system employ "direct digital control," the essence of which is to consider a whole building as a single entity, instead of a series of control problems, and to adjust or position valves and dampers at strategic points to maintain services at the best overall level.

Effective direct digital control depends on computing power at the central control point. This enables a building services engineer to construct models involving all operating parameters throughout a site and to determine the best configurations for changing conditions.

Option

This theoretical modelling of fuel consumption shortens the route to the best available option; with more conventional, programmable control techniques, the only available option is to hard-wire systems and see what happens. At a fairly early stage of its development, the EMS industry shows distinct signs of overcrowding. Although not all are wholly committed to manufacturing these systems, at least 60 companies share an annual turnover of about £15m. A handful of these outfits each has a turnover exceeding £1m and, hardly surprisingly, companies have experienced the beginning of a "shake-out."

In recent weeks, Invicta Energy Management of Ashford in Kent bought out the most northerly outpost of EMS manufacturing in the UK, Atlantic Instruments of Aberdeen. Whatever the geographical distance between their product lines, based on easy-to-operate systems for building management, were close rivals. Although Atlantic will continue with its Microlink and Minilink systems, the company will share the same overall control that produces Invicta's EnergyMinds series.

Some EMS manufacturers have encountered the problem of winning a lucrative contract, being forced to commit most of their production to meeting the contract and, fortunately quite rarely, finding that the customer was not financially prepared for a heavy outlay.

A continuing debate in the industry is over the compatibility of systems. While one manufacturer's outstation and central controller will happily communicate over a data loop, it will not necessarily be compatible with a competitor's software. The occasional contract demands compatible systems—for instance, the contract for building management systems at Heathrow Airport's Terminal 4, for which there are four main suppliers.

So far, there are no major cases of financial disaster for a company unable to supply a compatible system to meet a tender. On the other hand, there have been few very large contracts for building management systems like Johnson Controls as main supplier to the new Lloyd's building.

Patrick Coyne is Managing Editor of Energy Manager magazine.

The gas people—investing in tomorrow's world today

Gas is today's most popular fuel in British homes—and a powerful and growing force in industry, too.

In fact, gas already supplies over a third of all the heat used by British industry.

As this proportion grows, the nation will benefit increasingly from the investment the gas people have been and are making on behalf of their customers in developing and encouraging more efficient ways to use this premium fuel.

NEW PROCESS PUTS WASTE HEAT TO WORK

All high-temperature industrial processes produce waste heat.

For instance, in some forging furnaces over 70 per cent of the heat is wasted.

So the gas people have developed ways of putting this waste heat to use—notably by employing it to preheat the air in which the gas will burn, or to heat materials to be worked before they enter the furnace.

In this way, reduced fuel demands can create very valuable savings—40 per cent or more in many cases.

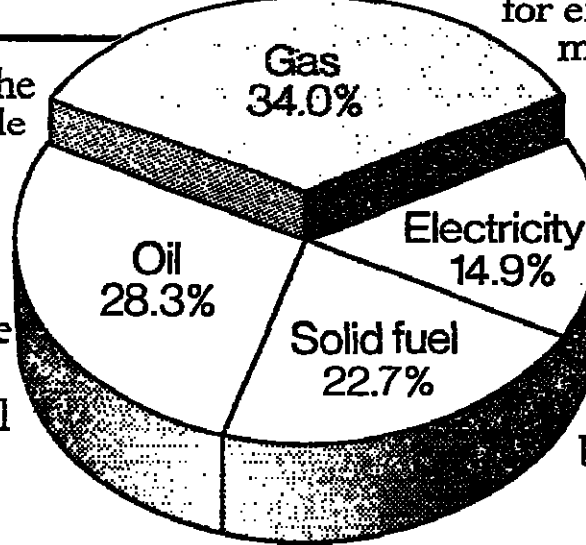
The latest and most efficient application of this principle by the gas people is a regenerative ceramic burner which offers even greater fuel savings, since it is capable of using virtually all the heat that would otherwise be wasted.

THE COMPETITION EVERYBODY WINS

Eight years ago, to encourage the efficient use of energy, the gas people introduced their Gas Energy Management awards.

They recognised significant contributions to energy conservation in industry, commerce and public administration.

Since then the cumulative annual savings made by all the entrants



Britain's got a wonderfuel future!

Gas

amount to over 100 million therms, enough gas for a fair-sized city.

In this competition, every entrant is a winner—and the nation wins too.

MORE INDUSTRIES TURN TO GAS

According to provisional Government figures for UK energy consumption in 1983 gas increased its share of the industrial market, even though industrial gas consumption fell by 0.3 per cent.

But industry still spent over £1,300 million on gas.

So it is good news, for our customers, and industry's, that businessmen are making more efficient use of gas—spurred on by the Department of Energy's Energy Efficiency Office.

In industry and commerce, the emphasis today is on the more efficient use of fuel and power for greater profit.

The gas people are at the forefront of this trend, through their multi-million pound R and D programme and the technical consultancy services they provide to industrial and commercial customers.

New developments in the more efficient use of gas not only provide obvious benefits in the form of fuel costs savings, but also bring increased opportunities for employment—by making British industry more efficient.

They provide export opportunities and much business in home markets for those companies which are collaborating with British Gas in the development and introduction of the new technologies.

So investment by the gas people on behalf of their customers is paying off in a whole variety of ways—to the nation's benefit.

Energy Management 4

David Churchill looks at various ways in which industry and the retail trade are cutting heating and lighting costs

Sharing ideas and techniques

Industry

BRITISH INDUSTRY has reacted in various ways—and at varying speeds—to the inexorable pressures of the past decade for more efficient use of energy. Many industries, especially those in areas of high energy use, have for many years forged ahead with their own energy saving techniques, moving on from simple "good housekeeping" measures to embrace substantial investment in new technology.

However, the size of potential energy savings on a national basis—industry and commerce are estimated to have spent almost £10bn on energy costs last year—has accelerated the bringing together of individual ideas and techniques for application on an industry-wide basis.

Accelerate

How are the major industrial sectors seeking to improve their energy efficiency?

BREWING: The brewing industry was one of the first to embrace greater energy efficiency. A fuel use survey in 1977, for example, revealed that some breweries were using three times as much energy as others to produce the same quantity of beer.

Consequently, the sector launched its own energy saving campaign in 1978 and, by the end of 1982, had already shown savings of 16.5 per cent on its specific energy consumption at breweries. Overall, the brewing industry has cut its energy consumption by 23.5 per cent between 1976 and 1982.

However, the brewing industry sees energy saving as

a long-term project. Mr Charles Tidbury, chairman of the Brewers' Society, emphasises it is "a constant campaign to ensure efficient practices are maintained." He adds that the next major area for energy savings will be in public houses. "Recent estimates by a number of companies indicate that their public houses consume as much energy as their breweries," he says.

FOOD PROCESSING: The food processing industries are collectively among the largest consumers of energy in the UK, accounting for about 9 per cent of energy consumed by industry.

One example of the way in which technology is helping to save energy in this sector is shown by Associated British Mills. Mills are used in maltings to dry malted barley and to halt germination and account for about 90 per cent of the fuel and 40 per cent of the electricity used in a malting.

Two kilns at ABM's Louth maltings were fitted with a waste heat recovery system incorporating a run-around coil and a gas engine-driven heat pump. A microprocessor controller was also installed to control automatically kiln air flow and temperature. Annual savings of about 90 per cent of 460,000 thermes were achieved through this system.

STEEL: The iron and steel industry accounts for some 18 per cent of all energy consumed by industry. Energy currently represents about 40 per cent of the total production costs of semi-finished steel, a rise in value in recent years arising from the significant reductions in manning levels in the industry.

Reheating steel for rolling, for example, is an energy-intensive process which is often carried out in continuous reheating furnaces. At the Tip-

ton works of the Dudley Port Rolling Mills, the installation of recuperative burners on a continuous reheating pusher furnace substantially improved the energy efficiency of the furnace. The size of the savings encouraged the company to convert two other furnaces in the same way.

Scope

If similar measures were repeated throughout the UK steel industry, total energy savings equivalent to about 75,000 tonnes of coal could be achieved annually.

The longer term scope for energy savings within the steel sector are estimated at potentially saving a fifth of current energy consumption. Some 5 per cent of savings could come from raw material and manufacturing process changes, such as the exclusive use of high grade foreign ore and the continuing introduction of continuous casting.

Technology: Improvements could make a 10 per cent saving, while further "good housekeeping" measures could save another 5 per cent of energy consumption.

GLASS: About 80 per cent of the energy used in glass making goes on melting the raw materials to make glass, which is then formed into various products. The major opportunities for energy savings are in waste heat recovery and improvements in the melting process. However, large energy savings from the recovery of waste heat are somewhat speculative at present, particularly those associated with regenerative burners and waste heat boilers.

Improvements to the melting process largely centre around the use of all-electric or mixed electric and gas melting.

Another area which could produce major energy savings is to reduce the amount of glass

which has to be returned for remelting, currently about 15 per cent for all containers. **CHEMICALS:** The chemicals industry is a large consumer of energy, also producing much process heat, often at high temperatures. During the 1970s, the energy consumption per unit output within the chemical industry was reduced by about 20 per cent. In general, this was achieved by the adoption of improved energy management and good housekeeping measures as well as the replacement of older, less energy-efficient plant.

The effect of the recession, with its resulting worldwide over-capacity, reduced profitability and cash flow in the sector. Although there are now signs of an improvement, there is still little or no scope for reducing energy consumption in this sector. Energy conservation is seen as an attractive means of improving profitability but the industry generally demands payback periods of 18 to 24 months or less.

TEXTILES: In textile manufacturing, the cost of energy is about 10 per cent of the total turnover value. The main obstacle to improved energy consumption in the industry is the uncertain return on capital investment in energy saving projects.

Opportunities for saving energy lie mainly in the wet processing parts of textile preparation and finishing and in the wool and worsted sectors. For example, a reduction of 40 per cent in the energy consumed in wet processing could be achieved by using existing technology.

"A comprehensive review of energy saving in many industrial areas can be found in a new Government booklet published in the energy campaign, 'Energy Efficiency Demonstration Scheme.' It is available from the HMSO at price £3.25.

Battle to be cheapest supplier

The Utilities

DOMINIC LAWSON

AT FIRST flush the idea of major utilities leading their considerable corporate weight to the concept of energy efficiency is illogical. After all, if you are in the business of selling, whether it be oranges, Watts or thermos, surely you must want to sell as many as possible?

But the gas and electricity utilities have recognised that the energy market as a whole is in a state of virtual stasis. Their aim must be limited to taking an increased share of that very mature market.

The spectacle of the electricity council and British Gas engaged in their highly publicised battle for the hand of the domestic consumer underlines the fierceness of that battle for market share between the two state-owned empires.

Although the British Gas Corporation, assisted by bargain basement long-term contracts for North Sea natural gas, has been seen as the cheap supplier of domestic fuel, the electricity industry's campaign has proved highly successful. Over the past four years, sales of domestic electric storage heaters have increased sevenfold.

While, in the absolute sense, gas is a cheap fuel, the Electricity Supply Industry (ESI) must resort to carefully worded "energy efficient" packages—such as "Economy 7," to attract business. In the long run, however, the ESI realises that time and energy will work in its favour. Britain's North Sea gas will not last for ever.

The Economy 7 tariff, where the customers' storage heater receives its electricity for seven hours during the night is the means by which the ESI passes on to its customers the economies which are gained by running power stations 24 hours a day. Arguably, however, the customer is not himself more energy-efficient, but is simply being "paid" an inducement to justify a strategy of round-the-clock operation of power stations.

Contribution

A more genuine contribution to absolute energy efficiency is the implementation of Electricity Council specifications for housing starts. Since 1977, when the ESI Council passed its 50,000 Council specifications, and these use about 30 per cent less heating energy, on average, than pre-1982 Building Regulations houses.

Although the ESI is not a manufacturer of domestic electric goods, it uses its muscles as a supplier throughout its showrooms to endorse the country's lack of indigenous oil and coal supplies.

Britain's heat pump manufacturers enjoy no such market advantages and are faced with a greater abundance of natural energy reserves.

The technology of electric heat pumps has been well established for many years. In principle, they work like a refrigerator, extracting low-grade heat from the air and using it to heat water.

A compressor within a refrigerator moves a fluid (the refrigerant) around a closed circuit and heat from the refrigerant is transferred to the space by the refrigerant as it evaporates and passes through a coil inside the compartment.

Compression raises the refrigerant's pressure and its temperature. Then, as the refrigerant passes through a second coil at the back of the refrigerator, the heat is given up to the air, the refrigerant condenses, moves back to the inside coil and the process starts over again.

The equipment required for an electric heat pump is simple. With an electrically-driven compressor to force gas to high pressure, they can take heat from surrounding air, liquids or the ground, depending on the design. They can turn this into space or water heating for example.

Technology success lags

THE Government's recent decision to offer £750,000 to finance feasibility studies for schemes to heat the centres of large cities with waste heat from power stations gave a minor boost to a combined heat and power technology lobby that will not go away.

The essential idea, once presented as the answer to the nation's energy problems, is that the heat normally lost from power stations into the cooling towers, rivers or the sea could be piped instead to homes and offices as well as other work-places.

Conventional power stations operate at something like 35 per cent efficiency and the amount of fuel effectively lost into the atmosphere as low grade heat (unsuitable for commercial purposes) substantially exceeds the entire heat requirement of either UK industry or domestic consumers.

On the other hand, power stations can be built to reject heat at a higher and economically useful temperature—with a small reduction in electricity generation in steam power plant but at significant initial costs.

Combined heat and power (CHP) first became a major talking point after the first oil crisis. A decade later its supporters still claim that it can save more energy than any alternative technology, protect the environment, reduce the need for nuclear power generation, save money on Britain's balance of payments, and create jobs.

While community heating by CHP now supplies about 40 per cent of the nation's heating

needs in Denmark, 25 per cent in Sweden, 8 per cent in West Germany and 30 per cent in Finland, there have been few developments in the UK and there are no major schemes in prospect.

In contrast to the active support given by governments in a number of other countries, in the UK Government policy over the years has been vaguely neutral, providing sufficient sup-

port to keep the pot bubbling but not enough for it to boil.

Before the end of this year the Government hopes to start on its latest initiative by announcing the three successful applicants of its lead city scheme.

Belfast, as the only Ulster entrant, stands a good chance of being chosen. Glasgow and Edinburgh are chasing the Scottish allocation, while the English entrants are Leicester, Liverpool, London (two separate entrants), Manchester, Sheffield and Tyneside.

Sheffield and Tyneside have probably been the most active in extending earlier studies since the consultant W. S. Atkins reported to the Department of Energy in 1982 on the comparative viability of lead city schemes.

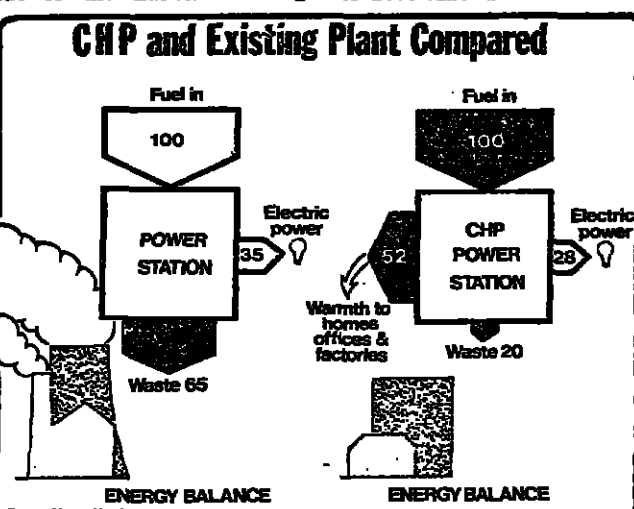
The three selected schemes will each receive £250,000 from the Government.

Mr William Orchard, chairman of the Combined Heat and Power Association, thinks that the Government should at least put CHP on a fair footing with other energy options.

"If the Government is really serious about private sector investment in CHP it should require that Sizewell should be funded by a private sector consortium," he says.

Mr Orchard describes the Government's £750,000 offer to the industry as "paltry" compared with the £21m of Government investment in search for geothermal energy, the £380m paid to supplement heating bills, and the £21bn which it originally approved for the purchase of gas from Norway's Sleipner field.

He wants the Government to undertake a full macroeconomic analysis of all the energy options, looking at the effects on employment, the balance of payments and the environment.



Benefits for industry but not at home

Heat pumps

ELAINE WILLIAMS

THE HEAT pump market in the UK is still relatively small when compared to those of countries such as Sweden and West Germany.

Heat pumps are widely used in Sweden, for example, because of the large number of district heating schemes, a political decision to avoid nuclear power and the country's lack of indigenous oil and coal supplies.

Britain's heat pump manufacturers enjoy no such market advantages and are faced with a greater abundance of natural energy reserves.

The technology of electric heat pumps has been well established for many years. In principle, they work like a refrigerator, extracting low-grade heat from the air and using it to heat water.

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The equipment required for an electric heat pump is simple. With an electrically-driven compressor to force gas to high pressure, they can take heat from surrounding air, liquids or the ground, depending on the design. They can turn this into space or water heating for example.

Competitive

Companies are also developing gas heat pumps for large installations.

The limited success of heat pumps in the UK means only about 2,000 systems have been installed for water heating in British homes. Manufacturers, including Eastwood Heating Developments, in Mansfield, have developed systems capable of giving out 10kW to 20kW heat and these tend to be competitive with oil-fired systems in large dwellings.

However, apart from reputable dealers, the heat pumps market has suffered from the kind of less reputable element which has also infested the solar panel and burglar alarm industries. Often this makes the

benefits of installing a domestic system dubious.

Most heat pumps are air-to-water types in that they take heat from outside air and turn it into hot water. These have the advantage that they can be connected quite easily into domestic central heating systems.

Competing in this market are at least 40 suppliers and manufacturers from the UK, Denmark, West Germany, France, Japan, Italy and the Netherlands.

Reputable UK suppliers include Andrew Engineering, Trace Heat Pumps, Siemens, the York Division of Bore Warner, Toshiba and Calorex.

Demonstrate

Domestic heat pumps are more prevalent in West Germany and France though these markets have suffered recently. Industrial and commercial applications are likely to grow more quickly than domestic ones within the UK however, and for these sectors, the Department of Energy, through the Energy Technology Support Unit at Harwell, is running the Energy Efficiency Demonstration Scheme. There are a number of demonstration projects, many involving heat pumps which will show any savings in energy use.

The projects range from installations in swimming pools, homes for the elderly, hotels and hospitals to industrial applications. For example, York, a heat pump company based in Basildon, Essex, has installed a system in a swimming pool at Galashields in Scotland. This is a gas-fired system and the company is assessing the technical risks such as vibration and how to maintain a working system.

It is in the swimming pool market where heat pumps have made most progress in the UK. Denco, based in Hereford, has installed gas-driven heat pumps and another is on trial at Letchmere Leisure Pool in Wandswoth, south-west London.

Heat pumps are now installed into between 10 to 20 per cent of all such buildings in Britain. Swimming pool installations are relatively easy to justify economically since there is a fairly constant demand for heat as air around the pool is changed constantly to keep humidity at an acceptable level.

In other buildings, this is not the case. Demand for space heating is seasonal and the economics therefore more uncertain. Home heating using heat pumps is likely to be limited for some time to come.

In large office and communal buildings, heat pumps can be an alternative to oil-fired boilers. Denco, for example, has installed a gas heat pump system in an elderly people's home in Oxford.

Generally the introduction of heat pumps is slow as this technology is competing with several other ways of using energy efficiently. But the opportunities and the savings are there.

Savings based on commitment

Retailing

MARKS AND SPENCER, Britain's biggest and most successful retailer, achieves energy savings to the value of £5.5m a year—more than some retailers make in annual profits. The commitment of Marks to energy efficiency over the past decade is yet another sign that well-run and efficient companies are not only among the most successful in their market sectors, but are also the best at saving energy.

The total service sector—retailers and hotels, for example, as well as local authorities—is a major consumer of energy and has increasingly looked to ways of saving energy as costs have risen.

Local authorities, for example, spend over £1bn a year on energy, which represents some 4 per cent of the national total. According to the Government's own Energy Efficiency Office, the energy conservation potential in public

buildings is about 50 per cent of current consumption.

Apart from the introduction of heat pumps and microprocessor-based technologies, this potential will largely be realised by improved management and by increased implementation of existing energy conservation technologies, such as fabric insulation, draught-proofing, and improved local controls of boiler, heat distribution, and lighting systems.

At Con-ty Hall, home of the Greater London Council, a major energy saving scheme has not only resulted in steadily reduced gas consumption but has also won a regional Gas Energy Management award.

Heating zones

These measures have included fitting optimum start controls on all 14 heating zones into which the building is divided. Weather-compensated controls, thermostatic radiator valves, roof insulation, draught sealing and secondary glazing have also been introduced.

An important innovation has been the installation of a "Satchwell" central building management system, which in-

cludes a central boiler plant, comprising two "John Thompson" steam boilers and five "Cochran" hot water boilers.

Over the past four years, the GLC has achieved gas savings of 26 per cent and the cost of investment has been recovered from savings in fuel costs.

The Westminster Water Authority, which supplies water to 3m people and is responsible for more than 100 reservoirs, has shown the design of plant can also be important in energy conservation.

A special survey of its headquarters office heating systems recommended combining two separate systems into a single modular boiler system, with seven boiler units controlled to come on stream in sequence, as the load increases. Optimum start controls were also installed as were new zone controls. Altogether, gas consumption was cut by 51 per cent a year, giving a payback in less than a year.

Marks and Spencer's energy savings record—some £50m has been saved in the last decade—has been helped by a top-level commitment to energy efficiency.

Lord Sieff, who retired as chairman last July, was a major influence.

"By providing top-level backing to those directly responsible, he created the right attitude of mind throughout the business for all staff to exercise vigilance in the use of energy," explains Mr John Colman, Marks' energy manager.

"To maintain this impetus, Lord Sieff called for periodic progress reports on energy consumption and costs, details of new technical innovations, together with feedback information on systems installed with actual savings achieved."

Marks energy savings have been achieved in four main ways: an energy audit; good housekeeping; improved efficiency of existing plant; and technical innovations.

The energy audit shows that 80 per cent of energy is spent on electricity and 20 per cent on gas. Of the electricity costs, some 26 per cent in 1982 goes on sales floor lighting (compared with 40 per cent in 1972).

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Free your money by reducing your company's energy bills.

Robertshaw's energy management systems accurately control all your buildings heating and cooling systems. It takes into account external temperature, internal temperature, occupancy, and time of day. It adjusts the heating and cooling systems to match the actual needs of your building. This means money saved for your business.

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Energy Management 5

Practical ideas from a book

THE CONSERVATION movement in Britain has progressed from preaching about the morality of saving energy to putting it into practice, with the prospect of rich commercial rewards.

Typical of this change is a booklet, "101 Ways to Improve Energy Efficiency." It typifies the partnership which the Department of Energy is trying to forge with the private sector in advancing the cause of energy efficiency.

Mr Peter Heslop, author of the 128-page booklet, is the editor of the Government's Energy Management News-
paper. But it is published by Energy Publications, a private publishing house which has carved out a niche for itself with practical books about energy markets and applications.

In partnership with the British Gas Corporation, it has produced a directory of energy-saving equipment, a biennial publication of which three editions have so far appeared.

Other recent books are an Energy Managers' Workbook and Energy Management Systems in Buildings.

The Heslop book is both simpler and more ambitious than either of these two somewhat specialised publications. The author describes it as a brief compendium of ideas to help the plant engineer or energy manager.

It does not intend to be comprehensive but rather a selection of useful ideas taken up by British industry, commerce and public administration. Each idea is expressed with pithy brevity and supported by a short case study.

The ideas, divided into five broad sections, progress from

Principles of management

MAURICE SAMUELSON

the general towards the specific. The fourth section, dealing with process economy and heat recovery, concentrates by definition on industrial situations, but the others apply to commercial and public sector organisations. Pointing out ways of saving energy by better housekeeping, improved lighting and heating.

The sheer multiplicity of case histories bears testimony to the widespread awareness of the need to cut energy bills as well as to the inventiveness which this is stimulating.

Some of the steps which have been taken are disarmingly simple: Terry's of York, the chocolate manufacturer, is saving £300 a year merely by cutting the temperature of its plant's hot water system by 10 degrees Fahrenheit to 170 degrees.

At a primary school's open air swimming pool, heating costs were halved by covering the surface of the water with a translucent floating plastic cover, thus retaining the pool's solar heat.

More complicated measures involve the use of heat exchangers, heat wheels, recuperators, recovery of flash steam, and use of heat from power turbines for process work. Recognition that energy saving technology is still rapidly developing is a feature in the book's final section, which points to improvements which may involve heavy investment.

They include the use of aerial infra-red surveys to measure heat loss; simulating energy use on a computer to identify wastage; the increasing use of fluidised bed combustion technology; of solar energy; of solar heating and of combined heat and power.

Andrew Buckley, whose company published the Heslop manual, is planning several more ventures aimed, he says, at closing the gap between the user of energy and the manufacturers of energy efficiency equipment. He talks of "oiling the wheels of information transfer between the equipment industry and the energy consumer."

His plans closely harmonise with what he sees as the Government's switch of emphasis from subsidising actual conservation projects to supplying more helpful information for energy managers and the general public.

It is a role also being carried out by other private sector interests, notably the lively monthly magazine "Energy Manager," which provides wide-ranging and often critical coverage of the whole energy scene.

101 Ways to Improve Energy Efficiency, by Peter Heslop, £9.50; Energy Management Systems in Buildings, by Philip Gardner, £15; Energy Manager's Workbook, £13.50, all published by Energy Publications, PO Box 147, Newmarket CB9 5AL.

Energy Manager (monthly), Century House, Tanker Street, London SE1.

Close eye on the oil market

National policies

MAURICE SAMUELSON

"LONG-TERM prospects for meeting energy requirements and maintaining energy security are now better than at any time since 1973. There has been a substantial improvement in the efficiency with which energy is used in most IEA countries. It would, however, be premature to conclude that there can be a relaxation of efforts."—International Energy Agency, July 1984.

This semi-comforting statement appears in the annual review of energy policies of the members of the International Energy Agency, the Paris-based body set up to co-ordinate the response of industrialised non-Communist countries to the 1974 oil price explosion. The report forecasts that the oil market should remain soft through the later 1980s and that big oil price rises are unlikely unless there is a big supply shortage. But it warns that because of declining oil output in the industrialised nations the oil market could become tight beyond 1990.

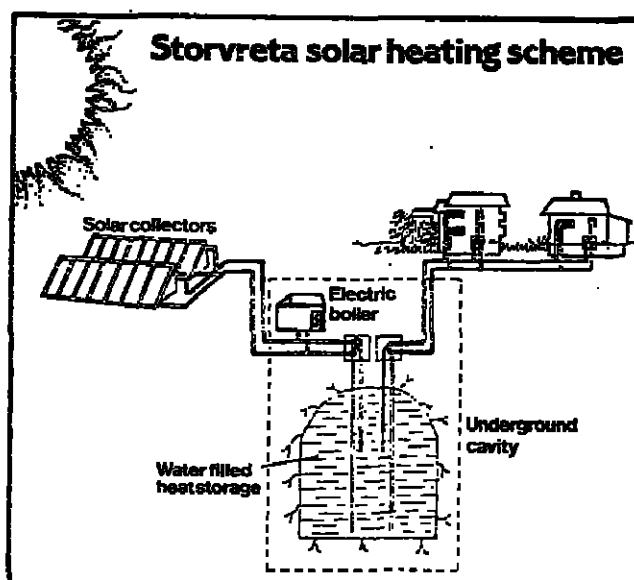
The downward revision of the IEA's estimates of demand for oil from the Organisation of Petroleum Exporting Countries (Opec) partly reflects the success of IEA countries' conservation measures and the switch from oil to other fuels.

An important index of conservation efforts is energy intensity—the ratio between oil demand and unit of output—which in IEA countries as a whole has fallen by 30.4 per cent between 1973 and 1983.

Besides its global survey of the energy markets, the IEA charts the progress towards energy efficiency of its 21 member States and highlights both the similarities and the differences in their individual approaches.

By 1983, the report says, IEA countries considered oil and energy problems to be less urgent than in the past. There were fewer applications for Government aid under retrofit and oil conversion programmes and car buyers were moving back towards larger and more powerful vehicles in many countries, especially the U.S.

The trend is likely to be reinforced in some countries by



A project to test solar heating in a larger residential area is being undertaken in Sweden by the UKAB, Uppsala's district heating authority. A development of 550 homes being built at Storvreta will use a system involving solar collectors to heat a 100,000m³ underground water storage cavity so that heat can be supplied via the district network during the winter months as well as the summer.

reductions in Government budgets for energy efficiency and oil substitution policy initiatives.

Australia has broadened the scope of its national energy conservation programme from petrol saving to the conservation of all forms of energy in all the main sectors of the economy. It has also changed the emphasis of its publicity away from the oil shortage issue to the more particularised theme of saving energy to save money.

In Austria a new law to promote district heating and conservation of energy has been passed. It took effect in January 1983, while Belgium raised tax deductions for industrial conservation investments in 1982.

In France, centralised responsibility... has resulted in a clear and highly visible conservation policy. This policy is leading to a level of investment in energy saving far greater than that of the UK.

The French experience is a valuable model for other nations to learn by; it is a model of what can be achieved by clear direction and a strong will for success.

Energy Policies and Programmes of IEA Countries: 1983 Review, International Energy Agency, Paris.

Review of Member States' Energy Policies: Report to European Economic Council of Ministers, Brussels COM (84) 88.

Administering Energy Saving: Evaluation of the administration of energy conservation programmes by European Governments: Association for the Conservation of Energy, London.

While the IEA comments frankly on individual countries' performances, it refrains from the kind of sharp comparisons which appeared this year in a report by the European Economic Communities Commis-

sion in Brussels on EEC countries.

It found that the UK, Ireland and Greece were the three least efficient nations in Europe in their use of energy, while France and Denmark were the most effective savers. The report was prepared by the European Commission staff of the Energy Directorate in Brussels.

Whereas Denmark had saved 30 per cent and France 25 per cent of energy in the industrial and housing sectors, the UK had reduced by just 17 per cent. The report acknowledged that different levels of economic activity in the various countries could affect energy efficiency, but argued that "even allowing for these differences, the Danish performance is striking; so too is the achievement of a significant reduction in energy intensity in France and West Germany from an already low base in 1973."

Seizing on these comparisons the Association for the Conservation of Energy, which acts as a ginger group for equipment manufacturers, this year compiled its own study of different national energy-saving programmes.

Its warmest praise was reserved for France, which has entrusted energy conservation to a strong, single semi-autonomous body. Describing the arrangements as "the antithesis of the British example," the association says that "in Britain diffuse responsibility and a lack of political will led to a weak policy and a timid publicity profile."

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Uppsala, where the waste incinerator provides electricity for the national grid as well as the town's entire summer needs

Necessity puts Sweden at the forefront

Waste-derived fuel

MAURICE SAMUELSON

ENERGY EFFICIENCY appears to be most developed in industrialised countries with the least fuel resources of their own. In Sweden, lack of indigenous fossil fuels as well as a national tendency towards tidiness and hygiene, have focussed attention on the suitability of burning refuse instead of conventional fuels.

Another incentive for large-scale incineration of waste is that Sweden is very short of land-fill sites—less than a third of the country's refuse is disposed of in this way. As in other Scandinavian countries, most cities of Sweden have district heating systems, an increasing number of which are heated with waste burned in large incinerators.

According to Mr Gustaf Sundström, a designer of several major incineration schemes, between 70 per cent and 75 per cent of the country's refuse could be used as fuel by 1990, bringing Sweden into line with Denmark which already incinerates 75 per cent of its refuse.

A recent tour of three cities—Malmö, Linköping and Uppsala—revealed the progress Sweden is making towards this goal.

At Malmö, on Sweden's south-west coast, a large proportion of the heat in the city's district heating grid now comes from a refuse incinerator which consumes 150,000 tonnes a year, collected from a 3,000 square kilometre area with a population of 500,000.

Although Malmö's district heating scheme was established about 25 years ago, it was originally fed by oil. Now a quarter of the city's hot water is piped underground to 35 per cent of the city's dwellings—heated by the "Syvas" waste incinerator, which helps to replace 40,000 tonnes of fuel oil a year.

The refuse is delivered to it from nine municipalities in Lund county which jointly owns the incinerator with Malmö. On being unloaded at the Syvas works, the refuse is dumped into a huge hanger-type bunker, which can hold enough to keep the boilers burning for nearly three days.

Three-quarters of the refuse is household garbage and the rest comes from light industries. Half consists of paper and plastic, whose calorific value is about a quarter that of oil.

Costs are kept down by setting ash from the boilers as hard core for road work. There is also a market for the scrap metal which is extracted.

The plant, employing 50 people, has been running continuously since 1976, and cost £12m to build (at 1983 prices). Its income comes from sales of heat to the Malmö district heating grid, for which it receives £9 for every megawatt of heat delivered.

Gases

One of the costliest parts of the plant, accounting for 15 per cent of the investment, was the equipment to remove chloride from the waste gases. Even so, the initial investment was repaid by 1981.

In contrast with the Malmö incinerator, which is owned jointly with the suppliers of the waste, Linköping's is owned entirely by the municipality, which uses the heat.

The city headquarters of Sweden's SAAB aircraft and motor combine, has had a district heating net since 1957. Previously heated from an old power station in the city centre, it distributes heat to 90 per cent of the city's 35,000 households.

A new plant has been built on the outskirts of Linköping which will burn 300,000 tonnes of refuse a year, delivered from up to 100 km away.

Linköping buys about 100 lorry loads of refuse a day for about £1.15 a tonne and shares the cost of transporting it with the municipalities which collect it.

During mid-summer, while two of the boilers are being

served, waste deliveries are suspended and a third boiler is run on chippings from forestry waste which are prepared in the plant's own mill.

Before the present plant was built, oil provided 95 per cent of the city's district heating needs. By 1988, 35 per cent of the heating will be provided by incinerated waste; wood chips will provide 29 per cent; imported coal 23 per cent; and oil only 3.7 per cent.

Although the city has no shortage of willing suppliers of coal, it wants to have as much control as possible over its fuel supply. The municipality is therefore considering buying part of a dedicated mine in the U.S. (The Swedish Government, which has an environmental bias against coal, is said to oppose the scheme.)

At Uppsala, the waste incinerator provides electricity for the national grid as well as heat for its inhabitants' entire summer needs.

Run by the municipally-owned UKAB (Uppsala Kraftvärme AB), the plant was built in the early 1960s and initially ran on oil. Work on the incinerator began in 1965 and in 1973 a back pressure turbine was added to supply Combined Heat and Power (CHP).

Of the 250,000 tonnes of refuse a year which are burned in the plant, some 100,000 tonnes come from Stockholm, the Swedish capital 70 km away. Stockholm itself originally hoped to solve its waste disposal problems by sorting it and recycling its components in other ways.

However, having built a £25m recycling plant, it still found that it had a big waste disposal problem on its hands, and sells it to the UKAB incinerator for £4 a tonne. Stockholm has subsequently built two CHP stations of its own, which help to burn some of the refuse it does not sell to Uppsala.

Meanwhile, with UKAB's appetite for fuel outstripping its supplies of waste, the Uppsala plant is being fitted with new turbine-generators to be fuelled by coal and peat. The coal will be imported and the peat will be brought from Swedish bogs some 400 km away.

Sharp decline in funds

BRITAIN'S insulation industry is approaching this winter in a state of considerable uncertainty. That it has a huge potential market is certain. What is much less sure is the legislative, financial and political environment in which the industry will have to work.

Industry representatives estimate that the market for improvements in energy efficiency could amount to about £500m a year. More than 60 per cent of homes in England and Wales do not come up to the standards set by building regulations for new houses.

But the fact is that, despite vigorous legislation by Conservative politicians both in and out of office, to the idea of improving energy efficiency of homes and businesses, there has been a sharp decline in the public's enthusiasm since the Tories came to power in 1979.

And, as conservation lobbyists will readily admit, insulation is not a glamorous business; it needs support from public funds if it is to gain ground.

The only energy-saving measure in housing which receives official grant aid at present is loft insulation. Most loft insulation is now two-thirds funded by government. But as MPs pointed out in a recent Commons debate, this is not the most energy-efficient method; more heat is lost through walls and floors than through the roof.

Building regulations for new houses, though improved in 1982 with regard to roofs and walls, are still regarded as inadequate. There is no provision for floor insulation or thermostat controls. The market for floor insulation is virtually nonexistent.

The industry feels let down by government. According to Mr Ian Munro, director general of Euroisol (the organisation representing four major mineral fibre manufacturers) companies were exhorted by politicians in the 1970s to boost

capacity to meet expanding demand for insulation. They invested £80m in effectively doubling their capacity, and until 1980 the industry grew at a steady pace.

Now, the same companies—Cape Insulation, Fibreglass, Gyproc and Rockwool—are working at 60 per cent of capacity and have laid off 2,000 workers.

The main reason for the slow-down appears to be the decline of local authority spending on grants for insulation. This partly stems from the Government's introduction of block grants to local authorities in 1980, thus reducing the amount of funds specifically earmarked for insulation of council homes.

The pressure on local authority spending and the low priority accorded to insulation

Insulation

ANDREW GOWERS

were both illustrated vividly earlier this year when the Welsh Office withdrew loft insulation grants as part of a squeeze on councils' capital expenditure on housing.

As one conservationist observed, that incident demonstrated the relative financial importance of Mr Peter Walker's Energy Efficiency Office, if nothing else.

Other recent Government measures which have harmed the insulation business include:

● The halving and eventual abolition of tax allowances for capital expenditure on industrial buildings announced in this year's Budget.

● The introduction of VAT on building works. This move, which means that all energy-saving measures cost 15 per cent more since June, has been cited by opposition energy spokesmen as signs of the

Government's meanness towards insulation.

But Government recalcitrance is not the only reason for the poor performance of the insulation industry in recent years. It has also had to contend with a poor public image—partly as a result of inherent dullness and partly because of controversy over individual insulation methods such as filling of wall cavities with urea formaldehyde (UF) foam.

Manufacturers say the doubts over the safety of UF foam last year scared householders away from wall insulation in general. The problem was compounded by the activities of unscrupulous contractors, who got the business bad name, and the stronger array of less efficient options such as double-glazing, which has been promoted highly successfully in recent years.

However, the insulation industry is now beginning to fight back. It is heartened by Mr Walker's public sympathy for its cause, and in particular by the Government-backed Home Energy Advice and Treatment Scheme (Heat) which is currently being tried out in the Midlands.

Under the £120,000 HEAT programme—funded by the Department of Energy, the Anglia Building Society and a number of insulation, double-glazing and energy equipment manufacturers—a qualified surveyor will be employed to carry out energy audits on houses up for sale.

Mr Walker's eventual idea is to give houses a so-called "energy-rating," along the lines of schemes in some parts of the United States. This would give prospective house-buyers an idea of the fuel bills they are likely to face.

A host of local voluntary initiatives to improve energy saving in poor people's housing is also improving morale in the industry.

But there is still an enormous way to go. Council houses, in particular, are seriously in need of more insulation.

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3i INVESTORS IN INDUSTRY

UK COMPANY NEWS

Redland confident of further advance

Redland, supplier of materials and services to the construction industry, felt confident about achieving a further advance in group performance in the current year to end March 1985. Mr C. R. Cornes, the chairman, told the annual meeting. Beyond that, he said he did not pretend to predict with any accuracy.

A rise in the real value of all construction work of 4 per cent was expected to be followed by a further increase of 3 per cent in 1984. Trading conditions remained favourable in Australia and the U.S. East Germany was about level with last year, and there were a number of special factors coalescing to assist the company's UK results. Provided the miners' strike did not worsen in the current year, the company still expected Carwoods to perform at or near its budgeted level. While if the dispute was brought to an earlier conclusion, Redland would expect the replenishment of coal stocks by industry to have a favourable impact on sales volumes and, therefore, earnings.

Problems in the U.S. and Middle East hit Oilfield Inspection

AS PREDICTED, the first half of 1984 proved to be a very difficult period for Oilfield Inspection Services Group, with margins under severe pressure and a lower than anticipated level of sales.

This resulted in a pre-tax loss for the period of £186,000, as against a £225,000 profit last time. The company, which is quoted on the Unlisted Securities Market, supplies inspection, testing and heat treatment services for the oil and gas industries.

There is no interim dividend (1.1p net) as the directors believe it would be imprudent to make any payment until the full year results are known. Last year's final was 1.55p.

First-half turnover dropped from £7.74m to £7.18m. The directors say the main problem areas for the group were the U.S. and Middle East, where sales generated from construction related work fell to an unprecedented low. In addition, the

company's North Sea turnover was lower than expected.

While they say there is no doubt that the second half will be significantly better than the first—with the U.S. and Middle East operations once again trading profitably and the long awaited upturn now under way in many areas—this improvement will not be sufficient to equal the achievement in the last six months of 1983.

A full year profit well below last year's level of £1.38m pre-tax is therefore inevitable, the directors state.

Tax charge for the half year was £27,000, against £306,000, leaving a net deficit of £193,000, against a £319,000 profit before.

Loss per 20p share was 2.7p (4.8p earnings). Despite the difficult environment in which the group has operated this year, the company has continued to develop new technological products and services which, in the longer term should benefit the group overall.

Mountleigh has record year with £1.7m profits

SECOND-HALF pre-tax profits at Mountleigh Group improved from £542,000 to £865,000, and results for the full year to April 30 1984 show profits up from £811,000 to a record, £1.7m.

Turnover of this West Yorkshire-based property investment and development company was little changed at £6.59m compared with £6.83m. The final dividend is effectively raised from 3.75p to 4.5p for a total up from and adjusted 4.58p to 5.5p net.

The pre-tax figure was after increased interest charges of £1.2m against £814,000. There was a capital loss of £255,000 realised during the year. After tax of £16,000 (£18,000), retained profits were more than doubled at £1.04m (£517,000). Stated earnings per 25p share on the increased capital were 26.67p, against 14.55p and assets per share rose to £14.6p (£21.87p).

The directors point out that although continuing as a commercial developer, the company has widened its activities to include residential development in London and Scotland.

In the retail sector, it completed a food supermarket in north Yorkshire and acquired, for its portfolio of High Street shops, Grundy Properties. The board is confident that the company will maintain its success.

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Salomon Brothers International Limited
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Union Bank of Switzerland (Securities) Limited
Wood Gundy Inc.

The Debentures have been admitted to the Official List by the Council of The Stock Exchange subject only to the issue of the temporary global Debenture.

The Debentures will bear interest from October 15, 1984 payable annually on October 15 of each year. The first such payment will be due on October 15, 1985. The rate of interest in respect of the Debentures up to and including October 15, 1990 will be 12 1/4 per cent. per annum. The Issuer shall set interest period(s) subsequent to October 15, 1990 with a duration of one or more whole years ending not later than October 15, 1999 and shall establish an interest rate for such subsequent interest period(s).

Full particulars of the Debentures are available in the Extel Statistical Service and may be obtained during usual business hours up to and including October 15, 1984 from:

Orion Royal Bank Limited
1 London Wall
London EC2Y 5JX

R. Nivison & Co.
25 Austin Friars
London EC2N 2JF

October 1, 1984

MINING NEWS
Cost-saving measures at Seltrust

By George Milling-Stanley

A WIDE-RANGING programme of cost-saving measures has been announced by Seltrust Holdings, the Australian mining group in which British Petroleum has a 75 per cent holding.

Seltrust has been plagued by the fact that its spread of mining and exploration interests in Australia has not been sufficiently profitable to make any significant inroads into the group's debt burden. This now amounts to A\$112.6m (£75m) and which the company said last month it was expecting increasing difficulty in servicing.

The tone of the last quarterly statement was reasonably hopeful for the future, helped by the reduction of losses at the nickel-producing Agnew mine in Western Australia.

Seltrust has been working on a plan to expand Agnew, with a decision expected in the first half of next year, but has now decided to suspend all operations associated with increasing the mining capacity and expanding the mine.

These decisions have been taken in conjunction with MIM Holdings, which owns 40 per cent of Agnew, with Seltrust owning the remainder.

More than 100 employees of Seltrust's contractors have been released, and there will also be a cut of 60 in the mine's own workforce. Seltrust said that the need to establish cash-positive operation at Agnew was fundamental to its objectives of reducing expenditure significantly, and improving the performance of its operations.

Spending on existing exploration projects will be kept to a minimum, and future efforts will be concentrated on identifying resources which could benefit existing operations, or which could support projects requiring limited development costs, Seltrust said.

Developments in TELECOMMUNICATIONS for the banking sector is the theme of the 'BANKING TOMORROW' articles within the October issue of The Banker.

The issue will also contain the exhibitors' catalogue for the 'BANKING & TECHNOLOGY '84' exhibition and conference opening October 22nd.

The October issue of The Banker will be a major work of reference on the technological developments taking place in every facet of commercial, investment and savings banking. Companies involved in this technological revolution who wish to advertise their commitment to the banking and financial services industry should contact:

THE MARKETING DIRECTOR,
THE BANKER
102 Clerkenwell Road, London EC1M 5SA
Tel: 01 251 9321. Telex: 23700

STEETLEY

Record profits — bright prospects for the future

Results for the half-year to 30th June, 1984

PROFITS BEFORE TAX UP 81% TO £15.5M.
EARNINGS PER SHARE INCREASED 74% TO 14.59p

In the UK all activities produced improved results, in particular the minerals extraction, construction materials and brickmaking businesses. The new tilemaking plant is currently being commissioned, and the latest brick plant is on schedule. When completed, these projects will give significant strategic strengths to the Company.

In North America, the minerals operation produced excellent results. The Australian Treasury gave its consent to the disposal of our remaining business there for some £12m which will reduce Group borrowings further. Improved results are now forecast for the French construction materials business during the second half of the year.

These results stem not only from an improvement in market conditions, but also from the major strategic restructuring of the Company over the past two years. They form the basis of our confidence that there will be a material increase in profits for the year as a whole.

STEETLEY PLC
GATEFORD HILL, WORKSOP
NOTTINGHAMSHIRE S81 8AF

This advertisement is issued in compliance with the Regulations of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any securities.

Benlox Holdings Plc

(Incorporated in England on 29th February 1984 under the Companies Act 1929 - No 385854)

Share Capital

Authorised	Issued
£	£
3,064,000	Ordinary Shares of 10p each 1,476,132
936,000	8% Convertible Cumulative Redeemable Preference Shares of £1 each 704,494

The acquisition of the whole of the issued capital of Arnold & Nathan Limited was completed on 28th September, 1984 following approval by shareholders at an Extraordinary General Meeting held on 26th September, 1984. The 3,588,793 new Ordinary Shares of 10p each issued fully paid as part of the consideration for the acquisition have been admitted to the Official List by the Council of The Stock Exchange.

Particulars of the Company have been circulated in the Extel Statistical Services and copies may be obtained during usual business hours up to and including 15th October, 1984 from:

Memery Crystal & Co
31 Southampton Row,
London WC1B 5HT

Heseltine, Moss & Co
Lawrence House
3-4 Trump Street
London EC2V 8DH

1st October, 1984

TELEPHONE
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for the
FT
INTERNATIONAL
MARKET REPORTS

* Including Wall St, Tokyo, Sydney and Hong Kong
* Updated twice daily to include opening Wall St advices

INTERIM RESULTS (unaudited)

Profits for half year £8.3 million.

	6 months to 31 July 1984	Year to 31 Jan 1984 (Audited)	Year to 31 Jan 1983 (Audited)
Sales	197,703	193,749	387,309
Profit on ordinary activities before tax	8,258	4,470	17,183
Earnings per share	2.7p	1.5p	5.7p
Dividends per share	1.23p	1.1p	2.5p

Tootal Group
Our names add up to strength

If you would like to know more about us write to the Secretary for a copy of our current Report and Accounts, Tootal Group plc, Tootal House, 19/21 Spring Gardens, Manchester M60 2TL.

FINANCIAL TIMES STOCK INDICES

	Sept. 27	Sept. 28	Sept. 29	Sept. 30	Sept. 31	1984 High	1984 Low	Since Completion High	Since Completion Low
Government Secs	80.80	80.85	80.84	80.87	80.85	80.86	85.77	127.4	49.18
Fixed Interest	84.87	84.11	83.85	85.78	85.71	85.67	87.48	150.4	50.53
Industrial Ord	986.4	978.0	968.0	970.0	963.4	971.4	922.8	755.3	922.8
Gold Mines	881.0	886.7	897.8	887.0	884.6	884.3	711.7	485.7	734.7
FT-All-Share	536.86	536.46	532.76	528.97	528.34	530.80	536.71	464.84	536.71
FT-100	1140.3	1144.1	1138.5	1135.9	1132.1	1128.0	1141.6	996.9	1141.6

Closing prices, September 28

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

12 Month	High	Low	Stock	Div. Yld.	P/E	12 Month	High	Low	Stock	Div. Yld.	P/E	12 Month	High	Low	Stock	Div. Yld.	P/E	12 Month	High	Low	Stock	Div. Yld.	P/E
12.1	10.1	9.1	AA	2.1	10.1	12.2	10.2	9.2	AB	2.2	10.2	12.3	10.3	9.3	AC	2.3	10.3	12.4	10.4	9.4	AD	2.4	10.4
12.5	10.5	9.5	AE	2.5	10.5	12.6	10.6	9.6	AF	2.6	10.6	12.7	10.7	9.7	AG	2.7	10.7	12.8	10.8	9.8	AH	2.8	10.8
12.9	10.9	9.9	AI	2.9	10.9	12.10	10.10	9.10	AJ	2.10	10.10	12.11	10.11	9.11	AK	2.11	10.11	12.12	10.12	9.12	AL	2.12	10.12
12.13	10.13	9.13	AM	2.13	10.13	12.14	10.14	9.14	AN	2.14	10.14	12.15	10.15	9.15	AO	2.15	10.15	12.16	10.16	9.16	AP	2.16	10.16
12.17	10.17	9.17	AQ	2.17	10.17	12.18	10.18	9.18	AR	2.18	10.18	12.19	10.19	9.19	AS	2.19	10.19	12.20	10.20	9.20	AT	2.20	10.20
12.21	10.21	9.21	AV	2.21	10.21	12.22	10.22	9.22	AW	2.22	10.22	12.23	10.23	9.23	AX	2.23	10.23	12.24	10.24	9.24	AY	2.24	10.24
12.25	10.25	9.25	AZ	2.25	10.25	12.26	10.26	9.26	BA	2.26	10.26	12.27	10.27	9.27	BB	2.27	10.27	12.28	10.28	9.28	BC	2.28	10.28
12.29	10.29	9.29	BD	2.29	10.29	12.30	10.30	9.30	BE	2.30	10.30	12.31	10.31	9.31	BF	2.31	10.31	12.32	10.32	9.32	BG	2.32	10.32
12.33	10.33	9.33	BH	2.33	10.33	12.34	10.34	9.34	BI	2.34	10.34	12.35	10.35	9.35	BJ	2.35	10.35	12.36	10.36	9.36	BK	2.36	10.36
12.37	10.37	9.37	BL	2.37	10.37	12.38	10.38	9.38	BM	2.38	10.38	12.39	10.39	9.39	BN	2.39	10.39	12.40	10.40	9.40	BO	2.40	10.40
12.41	10.41	9.41	BP	2.41	10.41	12.42	10.42	9.42	BQ	2.42	10.42	12.43	10.43	9.43	BR	2.43	10.43	12.44	10.44	9.44	BS	2.44	10.44
12.45	10.45	9.45	BT	2.45	10.45	12.46	10.46	9.46	BU	2.46	10.46	12.47	10.47	9.47	BV	2.47	10.47	12.48	10.48	9.48	BW	2.48	10.48
12.49	10.49	9.49	BX	2.49	10.49	12.50	10.50	9.50	BY	2.50	10.50	12.51	10.51	9.51	BZ	2.51	10.51	12.52	10.52	9.52	CA	2.52	10.52
12.53	10.53	9.53	CB	2.53	10.53	12.54	10.54	9.54	CC	2.54	10.54	12.55	10.55	9.55	CD	2.55	10.55	12.56	10.56	9.56	CE	2.56	10.56
12.57	10.57	9.57	CF	2.57	10.57	12.58	10.58	9.58	CG	2.58	10.58	12.59	10.59	9.59	CH	2.59	10.59	12.60	10.60	9.60	CI	2.60	10.60
12.61	10.61	9.61	CL	2.61	10.61	12.62	10.62	9.62	CM	2.62	10.62	12.63	10.63	9.63	CN	2.63	10.63	12.64	10.64	9.64	CO	2.64	10.64
12.65	10.65	9.65	CP	2.65	10.65	12.66	10.66	9.66	CQ	2.66	10.66	12.67	10.67	9.67	CR	2.67	10.67	12.68	10.68	9.68	CS	2.68	10.68
12.69	10.69	9.69	CT	2.69	10.69	12.70	10.70	9.70	CU	2.70	10.70	12.71	10.71	9.71	CV	2.71	10.71	12.72	10.72	9.72	CW	2.72	10.72
12.73	10.73	9.73	CX	2.73	10.73	12.74	10.74	9.74	CA	2.74	10.74	12.75	10.75	9.75	CB	2.75	10.75	12.76	10.76	9.76	CC	2.76	10.76
12.77	10.77	9.77	CD	2.77	10.77	12.78	10.78	9.78	CE	2.78	10.78	12.79	10.79	9.79	CF	2.79	10.79	12.80	10.80	9.80	CG	2.80	10.80
12.81	10.81	9.81	CH	2.81	10.81	12.82	10.82	9.82	CI	2.82	10.82	12.83	10.83	9.83	CJ	2.83	10.83	12.84	10.84	9.84	CK	2.84	10.84
12.85	10.85	9.85	CL	2.85	10.85	12.86	10.86	9.86	CM	2.86	10.86	12.87	10.87	9.87	CN	2.87	10.87	12.88	10.88	9.88	CO	2.88	10.88
12.89	10.89	9.89	CP	2.89	10.89	12.90	10.90	9.90	CQ	2.90	10.90	12.91	10.91	9.91	CR	2.91	10.91	12.92	10.92	9.92	CS	2.92	10.92
12.93	10.93	9.93	CT	2.93	10.93	12.94	10.94	9.94	CU	2.94	10.94	12.95	10.95	9.95	CV	2.95	10.95	12.96	10.96	9.96	CW	2.96	10.96
12.97	10.97	9.97	CX	2.97	10.97	12.98	10.98	9.98	CA	2.98	10.98	12.99	10.99	9.99	CB	2.99	10.99	13.00	11.00	10.00	CC	3.00	11.00
13.01	11.01	10.01	CD	3.01	11.01	13.02	11.02	10.02	CE	3.02	11.02	13.03	11.03	10.03	CF	3.03	11.03	13.04	11.04	10.04	CG	3.04	11.04
13.05	11.05	10.05	CH	3.05	11.05	13.06	11.06	10.06	CI	3.06	11.06	13.07	11.07	10.07	CJ	3.07	11.07	13.08	11.08	10.08	CK	3.08	11.08
13.09	11.09	10.09	CL	3.09	11.09	13.10	11.10	10.10	CM	3.10	11.10	13.11	11.11	10.11	CN	3.11	11.11	13.12	11.12	10.12	CO	3.12	11.12
13.13	11.13	10.13	CP	3.13	11.13	13.14	11.14	10.14	CQ	3.14	11.14	13.15	11.15	10.15	CR	3.15	11.15	13.16	11.16	10.16	CS	3.16	11.16
13.17	11.17	10.17	CT	3.17	11.17	13.18	11.18	10.18	CU	3.18	11.18	13.19	11.19	10.19	CV	3.19	11.19	13.20	11.20	10.20	CW	3.20	11.20
13.21	11.21	10.21	CX	3.21	11.21	13.22	11.22	10.22	CA	3.22	11.22	13.23	11.23	10.23	CB	3.23	11.23	13.24	11.24	10.24	CC	3.24	11.24
13.25	11.25	10.25	CD	3.25	11.25	13.26	11.26	10.26	CE	3.26	11.26	13.27	11.27	10.27	CF	3.27	11.27	13.28	11.28	10.28	CG	3.28	11.28
13.29	11.29	10.29	CH	3.29	11.29	13.30	11.30	10.30	CI	3.30	11.30	13.31	11.31	10.31	CJ	3.31	11.31	13.32	11.32	10.32	CK	3.32	11.32
13.33	11.33	10.33	CL	3.33	11.33	13.34	11.34	10.34	CM	3.34	11.34	13.35	11.35	10.35	CN	3.35	11.35	13.36	11.36	10.36	CO	3.36	11.36
13.37	11.37	10.37	CP	3.37	11.37	13.38	11.38	10.38	CQ	3.38	11.38	13.39	11.39	10.39	CR	3.39	11.39	13.40	11.40	10.40	CS	3.40	11.40
13.41	11.41	10.41	CT	3.41	11.41	13.42	11.42	10.42	CU	3.42	11.42	13.43	11.43	10.43	CV	3.43	11.43	13.44	11.44	10.44	CW	3.44	11.44
13.45	11.45	10.45	CX	3.45	11.45	13.46	11.46	10.46	CA	3.46	11.46	13.47	11.47	10.47	CB	3.47	11.47	13.48	11.48	10.48	CC	3.48	11.48
13.49	11.49	10.49	CD	3.49	11.49	13.50	11.50	10.50	CE	3.50	11.50	13.51	11.51	10.51	CF	3.51	11.51	13.52	11.52	10.52	CG	3.52	11.52
13.53	11.53	10.53	CH	3.53	11.53	13.54	11.54	10.54	CI	3.54	11.54	13.55	11.55	10.55	CJ	3.55	11.55	13.56	11.56	10.56	CK	3.56	11.56
13.57	11.57	10.57	CL	3.57	11.57	13.58	11.58	10.58	CM	3.58	11.58	13.59	11.59	10.59	CN	3.59	11.59	13.60	11.60	10.60	CO	3.60	11.60
13.61	11.61	10.61	CP	3.61	11.61	13.62	11.62	10.62	CQ	3.62	11.62	13.63	11.63	10.63	CR	3.63	11.63	13.64	11.64	10.64	CS	3.64	11.64
13.65	11.65	10.65	CT	3.65	11.65	13.66	11.66	10.66	CU	3.66	11.66	13.67	11.67	10.67	CV	3.67	11.67	13.68	11.68	10.68	CW	3.68	11.68
13.69	11.69	10.69	CX	3.69	11.69	13.70	11.70	10.70	CA	3.70	11.70	13.71	11.71	10.71	CB	3.71	11.71	13.72	11.72	10.72	CC	3.72	11.72
13.73	11.73	10.73	CD	3.73	11.73	13.74	11.74	10.74	CE	3.74	11.74	13.75	11.75	10.75	CF	3.75	11.75	13.76	11.76	10.76	CG	3.76	11.76
13.77	11.77	10.77	CH	3.77	11.77	13.78	11.78	10.78	CI	3.78	11.78	13.79	11.79	10.79	CJ	3.79	11.79	13.80	11.80	10.80	CK	3.80	11.80
13.81	11.81	10.81	CL	3.81	11.81	13.82	11.82	10.82	CM	3.82	11.82	13.83	11.83	10.83	CN	3.83	11.83	13.84	11.84	10.84	CO	3.84	11.84
13.85	11.85	10.85	CP	3.85	11.85	13.86	11.86	10.86	CQ	3.86	11.86	13.87	11.87	10.87	CR	3.87	11.87	13.88	11.88	10.88	CS	3.88	11.88
13.89	11.89	10.89	CT	3.89	11.89	13.90	11.90	10.90	CU	3.90	11.90	13.91	11.91	10.91	CV	3.91	11.91	13.92	11.92	10.92	CW	3.92	11.92
13.93	11.93	10.93	CX	3.93	11.93	13.94	11.94	10.94	CA	3.94	11.94	13.95	11.95	10.95	CB	3.95	11.95	13.96	11.96	10.96	CC	3.96	11.96
13.97	11.97	10.97	CD	3.97	11.97	13.98	11.98	10.98	CE	3.98	11.98	13.99	11.99	10.99	CF	3.99	11.99	14.00	12.00	11.00	CG	4.00	12.00
14.01	12.01	11.01	CH	4.01	12.01	14.02	12.02	11.02	CI	4.02	12.02	14.03	12.03	11.03	CJ	4.03	12.03	14.04	12.04	11.04	CK	4.04	12.04
14.05	12.05	11.05	CL	4.05	12.05	14.06	12.06	11.06	CM	4.06	12.06	14.07	12.07	11.07	CN	4.07	12.07	14.08	12.08	11.08	CO	4.08	12.08
14.09	12.09	11.09	CP	4.09	12.09	14.10	12.10	11.10	CQ	4.10	12.10	14.11	12.11	11.11	CR	4.11	12.11	14.12	12.12	11.12	CS	4.12	12.12
14.13	12.13	11.13	CT	4.13	12.13	14.14	12.14	11.14	CU	4.14	12.14	14.15	12.15	11.15	CV	4.15	12.15	14.16	12.16	11.16	CW	4.16	12.16
14.17	12.17	11.17	CX	4.17	12.17	14.18	12.18	11.18	CA	4.18	12.18	14.19	12.19	11.19	CB	4.19	12.19	14.20	12.20	11.20	CC	4.20	12.20
14.21	12.21	11.21	CD																				

Continued on Page 3

هكذا صبت القهول

Closing prices, September 28

Continued on Page 32

Continued on Page 32

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25% or more occurs, the price is adjusted accordingly. Dividend dates are given for the new stock only. Unless otherwise noted, rates of dividends are annual adjustments based on the latest declaration.

a-dividend also extrinsic; b-annual rate of dividend plus stock dividend; c-equivalent dividend, old-called; d-new yearly low; e-higher than last year's; f-lowest since 1960; g-1978-79 dividend in Canadian funds, subject to 15% non-residence tax; i-dividend declared after split-up or stock dividend; j-dividend paid after split-up or stock dividend; k-dividend declared at meeting; l-dividend declared or paid this year, an accumulative issue with dividends in arrears; m-new issue in the U.S.; n-the first time the company has issued common stock; o-next day delivery; P/E-price-earnings ratio; r-dividend declared and paid in preceding 12 months; plus stock dividend; s-dividend declared begins with next trading day; t-dividend declared in stock in preceding 12 months; estimated cash value on ex-dividend or ex-distribution date; u-new yearly high; v-trading halted; w-in participation or receivership or being reorganized; x-dividend suspended; y-dividend suspended by such companies, used when distributed; w-when issued; z-with warrants; aa-ex-dividend or ex-rights; ab-ex-distribution; ac-dividend payable; ad-dividend and sales in full; ae-yield; af-2-sales in full.

WORLD VALUE OF THE POUND
every Tuesday in the Financial Times

FT UNIT TRUST INFORMATION SERVICE

Q1-268 5181 Key Fund Managers Ltd. (a)(a) 57/3 Princess Street, Manchester M2 4EQ. Key Income Fund Ltd. 13.65 1.88 +0.1 2.08 Key Income Fund Ltd. 13.65 1.88 +0.1 2.08 Key Income Fund Ltd. 13.65 1.88 +0.1 2.08

[illegible]

A 25x25 crossword puzzle grid. The grid is black and white, with black squares forming a complex pattern. Numbers 1 through 25 are placed in the starting squares of the words. The numbers are distributed as follows:

- Row 1: 1, 2, 3, 4, 5, 6, 7, 8
- Row 9: 9, 10
- Row 11: 11
- Row 12: 12, 13
- Row 14: 14, 15, 16, 17
- Row 18: 18
- Row 19: 19, 20, 21
- Row 22: 22
- Row 23: 23, 24, 25
- Row 26: 26, 27
- Row 28: 28, 29

26	In prison (3)		
26	Cunt to be in the money after work? That's choice! (6)	4	May be Welsh theatre employee (7)
27	Everybody, that is, can break into the union (8)	6	Not the sort of strike that happens in the same place again (7)
28	Diving to stop in Gateshead (8)	7	Around November 1st the region was the scene of conflict (5)
29	Required in the legal document Mandy hasn't finished (8)	8	Harris's first border, the swine, is a prickly chap to handle! (8)
	DOWN		
1	Monotony of diet prepared with some hesitation (6)	11	A deep sleep in a plastic mac is nothing! (4)
2	Because a very good person is covering the French attacker (9)	15	On August 3rd admit it's a strange thing first worn in bed (9)
3	Ridiculous person always on test (5)	17	Finished in a strip quite uninhibited! (9)
			18
			Make it known it's a record sale that's been cooked (8)
			20
			Seldom encountered the soldiers again (4)
			21
			A touching thing to read (1)
			23
			Guard gave food up on purpose (6)
			24
			Foul-smelling fathead tied knots (5)
			25
			In the front of a little church in porcelain (5)
			The solution to last Saturday's prize puzzle will be published with names of winners next Saturday.

[illegible][illegible]

هكذا صنع القليل

[illegible]

CURRENCIES, MONEY AND CAPITAL MARKETS

THIS NOTICE DOES NOT CONSTITUTE AN OFFER FOR SALE AND THE STOCKS LISTED BELOW ARE NOT AVAILABLE FOR PURCHASE DIRECT FROM THE BANK OF ENGLAND.

ISSUES OF GOVERNMENT STOCK

The Bank of England announces that Her Majesty's Treasury has created on 28th September 1984, and has issued to the Bank, additional amounts as indicated of each of the following Stocks:

£200 million 10½ per cent EXCHEQUER STOCK, 1988
£200 million 8½ per cent TREASURY LOAN, 1997
£150 million 12½ per cent TREASURY STOCK, 2003-2005
£100 million 2 per cent INDEX-LINKED TREASURY STOCK, 1990
£100 million 2½ per cent INDEX-LINKED TREASURY STOCK, 2009

The price paid by the Bank on issue was in each case the middle market closing price of the relevant Stock on 28th September 1984 as certified by the Government Broker.

In addition, Her Majesty's Treasury has created on 28th September 1984, and has issued to the National Debt Commissioners for public funds under their management, an additional amount of £100 million of 10 per cent Treasury Stock, 1987.

In each case, the amount issued on 28th September 1984 represents a further tranche of the relevant Stock, ranking in all respects pari passu with that Stock and subject to the same conditions of the prospectus, save as to the particulars therein which related solely to the initial sale of the Stock. Application has been made to the Council of the Stock Exchange for each further tranche of stock to be admitted to the Official List.

Copies of the prospectuses for 10½ per cent Exchequer Stock, 1988, 8½ per cent Treasury Loan, 1997, 12½ per cent Treasury Stock, 2003-2005, 2 per cent Index-Linked Treasury Stock, 1990, and 2½ per cent Index-Linked Treasury Stock, 2009, dated 28th September 1984, are available from the Government Broker, 100, Broad Street, London, EC2M 2YF. The Stocks are repayable, and interest is payable half-yearly, on the dates shown below (in the case of 2 per cent Index-Linked Treasury Stock, 1990 and 2½ per cent Index-Linked Treasury Stock, 2009, provision is made in the prospectuses for stockholders to be offered the right of early redemption under certain circumstances):

Stock	Redemption date	Interest payment dates
10½ per cent Exchequer Stock, 1988	10th May 1988	10th May 1988
8½ per cent Treasury Loan, 1997	1st September 1997	1st March
12½ per cent Treasury Stock, 2003-2005	21st November 2005	21st May
2 per cent Index-Linked Treasury Stock, 1990	Subject to or at any time after 21st November 2003	21st November
2½ per cent Index-Linked Treasury Stock, 2009	Subject to or at any time after 21st November 2009	21st November

Both the principal and the interest on 2 per cent Index-Linked Treasury Stock, 1990 and 2½ per cent Index-Linked Treasury Stock, 2009 are indexed to the General Index of Retail Prices. The index figure relevant to any month is that published in the Index of Retail Prices for the month of issue of the relevant Stock. The index figure relevant to the month of issue of 2 per cent Index-Linked Treasury Stock, 1990 is that relating to May 1982 (524.31); the equivalent index figure for 2½ per cent Index-Linked Treasury Stock, 2009 is that relating to February 1982 (310.7). These index figures will be used for the calculation of the interest payable on principal and interest due in respect of the relevant further tranches of Stock.

The relevant index figures for the half-yearly interest payments on 2 per cent Index-Linked Treasury Stock, 1990 and 2½ per cent Index-Linked Treasury Stock, 2009 are as follows:

Interest payable	Published in	Relevant index figure
January	June of the previous year	Relating to January
July	December of the previous year	Relating to July
November	April of the previous year	Relating to November

Each further tranche of stock issued on 28th September 1984 will rank for a full six months' interest on the next interest payment date applicable to the relevant Stock. Interest on the further tranches of stock issued on 28th September 1984 are expected to commence on Monday, 1st October 1984.

BANK OF ENGLAND
 28th September 1984

FOREIGN EXCHANGES

LONDON

THREE-MONTH EURO-DOLLAR				
\$1m points of 100%				
	Close	High	Low	Prev
Dec	88.73	88.87	88.73	88.80
March	88.45	88.64	88.45	88.67
June	88.20	88.31	88.18	88.39
Sept	87.82	87.99	87.82	88.13
Est. volume 3,074 (3,765)				
Previous day's open int. 10,283 (10,783)				
THREE-MONTH STERLING DEPOSIT				